## **Business Results for 1H of FY2016 and Future Management Direction**





**November 16, 2016** 

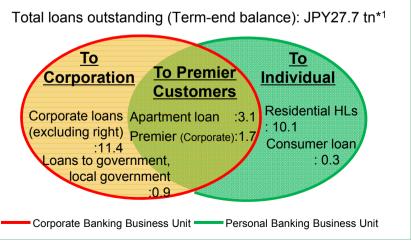
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- 1. In some pages of this material, names of Resona Group companies are shown in the following abbreviated forms: RHD: Resona Holdings, RB: Resona Bank, SR: Saitama Resona Bank, KO: Kinki Osaka Bank
- Negative figures represent items that would reduce net income
- 3. Categorization of loans outstanding defined for a business administration purpose is shown in the right diagram



<sup>\*1.</sup>Domestic account, Data compiled for a business administration purpose

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# Outline of Business Results for 1H of FY2016 and Updates on Major Businesses

Efforts to Build Solid Foundation for Sustainable Growth

**Direction of Capital Management** 

## **Introductory Comments: Today's Points**

## Implications of the new monetary policy

- Views it positively since the BOJ showed certain consideration for banks' earnings
- However, the strengthened forward guidance implies a risk of prolonged low interest rate environment

## 1st half results: Robust bottom line, achieved the guidance

- Impacts of the NIRP almost in line with what we have expected
- Despite an increase in expenses in strategic areas, operating expenses were maintained almost flat from previous year
- Credit cost declined significantly due to absence of one-time factor of last year and continued improvement in the quality of loan portfolio
- Revised up the full year earnings target to JPY170 bn (+JPY10 bn, or +6.2% from the original earnings target)

## Efforts to build solid foundation for sustainable growth

- Steadily implementing the "Omni-channel" strategy
- Formulate a new mid-term management plan which will start from next fiscal year
  - ➤ Need to 1) diversify income source and 2) enhance cost competitiveness even further, given a risk of prolonged low interest rate environment

## ■ Progress in capital policy

- Repurchase and cancel Class 6 Preferred Shares (totaling JPY 75 bn) on Dec. 8th.
- A planned step towards realizing a DPS increase (+2 yen YoY, 19 yen per annum) announced at the beginning of the year





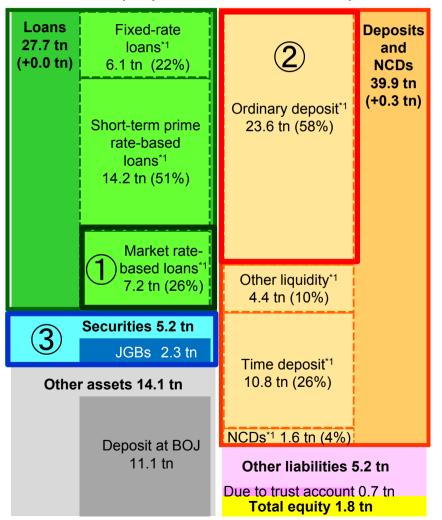




## Overview of the Impacts from the BOJ's NIRP on Consolidated BS

## Impacts that surfaced already are manageable

Total assets JPY47.1 tn (Sep. 30, 2016) (JPY(2.0) tn from Mar. 31, 2016)



## Impacts of the NIRP

JPY bn	full-yea imp	nated ar NIRP acts ginal)
Loans	1	(7.0)
Deposits	2	+ 4.0
Securities (Yen bonds)	3	(4.0)
Total		(7.0)

1st Half (Act)	Estimated full- year NIRP impacts (revised)
(4.5)	(9.0)
+ 2.0	+ 3.5
(2.5)	(5.5)
(5.0)	(11.0)

#### Price actions taken after introduction of the NIRP

- No change to Short-term Prime Rate (STPR)
  - STPR to be determined by each bank in reference to its funding cost, operating expense, cost of equity, etc.
- Lowered rate on ordinary deposit (Feb. 18, 2016)
  - > 0.02% => 0.001%
- Lowered rate on time deposit
  - Rates on all terms, from 1 month to 5 years, lowered to 0.01% (In two stages, Feb. 1 and Mar. 1, 2016)

<sup>\*1.</sup> Total of group banks basis (Loan balance classified by base-rate is compiled for a management and administration purpose) Wesona Holdings, Inc.

## Outline of Financial Results for 1H of FY2016

#### Posted JPY96.9 bn of net interim income attributable to owners of the parent

- Up JPY11.2 bn, or +13.0%, YoY, Up JPY14.9 bn, or +18.1%, against the 1H target
  - > Decline in actual net operating profit (10): (11.0) bn
  - > Improvement in credit cost (12): +31.7 bn

#### ■ Posted JPY125.7 bn of actual net operating profit

- Gross operating profit: JPY298.0 bn, Down JPY9.6 bn, or (3.1)%, YoY
  - > Decline in net interest income from loans and deposits, trust fees. and fees and commission income was partially made up for by steadily accumulating net gains on bonds.
    - Net interest income from domestic loans and deposits (total of group banks): (11.5) bn, YoY
    - Fees and commission income + Trust fees: (3.6) bn YoY
    - Net gains on bonds (including futures): +8.0 bn YoY
- Operating expenses: JPY(172.3) bn, (1.3)bn, or (0.7)% YoY

#### Maintained soundness in asset quality

- NPL ratio (total of group banks): 1.42%
- Net unrealized gain on available-for-sale securities (total of group) banks): JPY437.9 bn
- Consolidated capital adequacy ratio (Domestic Std.): 12.58%

#### Revised up full-year net income target to JPY 170.0 bn (Up +6.2% from the previous target)

#### **Capital Management:** Steps taken as planned at the beginning of the year

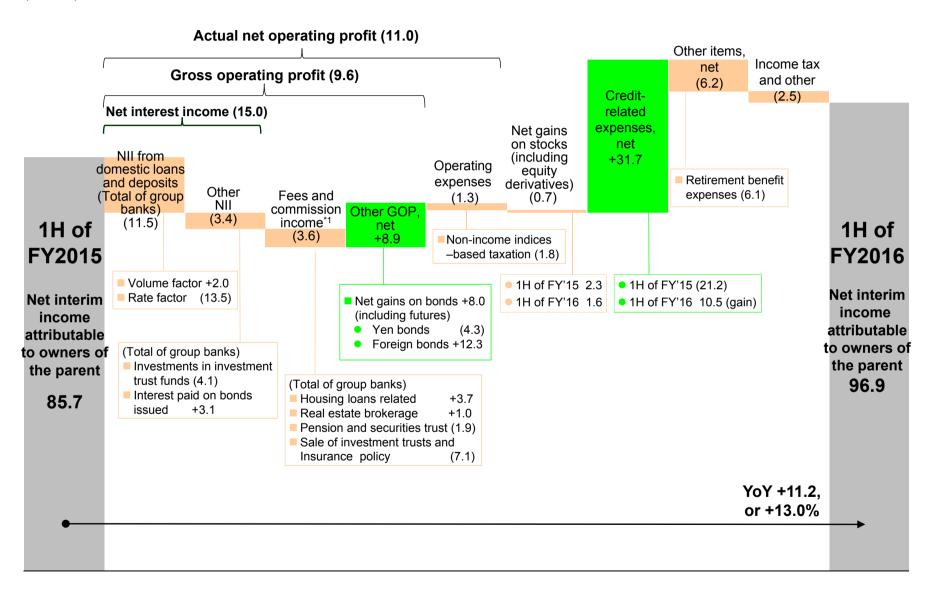
- Class 6 Preferred Shares to be repurchased and cancelled on Dec. 8.2016
  - > To be implemented as planned supported by steady accumulation of retained earnings
- No change to DPS forecast (+2 yen YoY, 19 yen per annum)

Resona HD consolodated		11	of FY20	16
(JPY bn)			YoY o	hange
( ,				%
Gross operating profit	(1)	298.0	(9.6)	(3.1)%
Net interest income	(2)	188.2	(15.0)	
NII from loans and deposits (total of group banks)*1	(3)	155.4	(11.5)	
Trust fees	(4)	9.0	(2.0)	
Fees and commission income	(5)	75.5	(1.6)	
Other operating income	(6)	25.2	+8.9	
Net gains on bonds (including futures)	(7)	15.1	+8.0	
Operating expenses (excluding group banks' non-recurring items)	(8)	(172.3)	(1.3)	(0.7)%
Cost income ratio (OHR)	(9)	57.8%		
Actual net operating profit*2	(10)	125.7	(11.0)	(8.0)%
Net gains on stocks (including equity derivatives)	(11)	1.6	(0.7)	
Credit related expenses, net	(12)	10.5	+31.7	
Other gain, net	(13)	(2.8)	(6.2)	
Income before income taxes	(14)	135.0	+ 13.7	+11.3%
Income taxes and other	(15)	(38.1)	(2.5)	
Net interim income (attributable to owners of the parent)	(16)	96.9	+ 11.2	+13.0%
EPS (yen)	(17)	40.17	+5.16	
BPS (yen)	(18)	732.24	+45.64	

<sup>\*1.</sup> Domestic banking account, deposits include NCDs.
\*2. Net operating profit before provision to general reserve for possible loan losses and disposal of problem loans in the trust account \*3. Negative figures represent items that would reduce net income

## **Analysis on YoY Change in Net Interim Income**

(JPY bn)



<sup>\*1.</sup> Fees and commission income plus trust fees

# PL Summary and Factors for "Consolidated" and "Total of Group Banks" Difference

PL Summary (RHD Consolidated / Total of Group Banks)

**RHD Consolidated / Total of Group Banks Difference** 

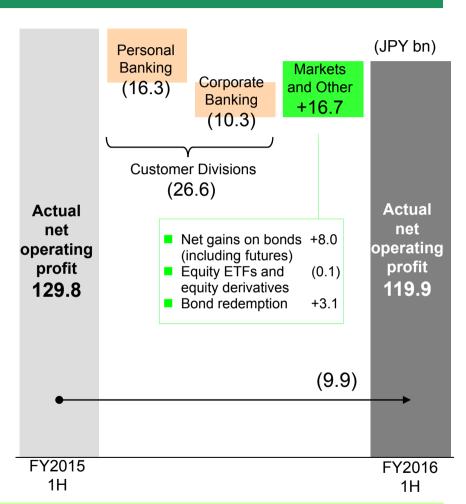
	Difference (Major consolidated subsidiaries)						1								
(JPYbn)		RHD Consolidated		Total of group banks (Non- consolidated)				_	arantee Res		Resona Card		Resona Kessai Service		Bank ona lania
		(a)	YoY change	(b)	YoY change	(a)-(b)	YoY change		YoY change		YoY change		YoY change		YoY change
Gross operating profit	(1)	298.0	(9.6)	275.4	(8.0)	22.6	(1.6)	12.9	(0.2)	7.6	(0.1)	1.2	(0.0)	2.1	(0.3)
Operating expenses (excluding group banks' non-recurring items)	(2)	(172.3)	(1.3)	(163.3)	(1.4)	(8.9)	+0.1	(1.6)	(0.0)	(5.2)	+0.0	(0.8)	+0.0	(0.7)	+0.1
Credit related expenses	(3)	10.5	+31.7	8.6	+29.2	1.9	+2.5	0.7	+0.4	(1.1)	(0.0)	(0.0)	(0.0)	(0.1)	+0.1
Income before income taxes	(4)	135.0	+13.7	120.3	+14.7	14.7	(1.0)	11.2	(0.7)	1.2	(0.1)	0.3	(0.0)	1.2	(0.0)
Net interim income (attributable to shares of the parent)	(5)	96.9	+11.2	87.3	+11.5	9.5	(0.3)	8.1	(0.5)	0.8	(0.0)	0.2	(0.0)	0.9	(0.0)
Capital Resona Group F					RI 77.			HD 0%	Resona 43.						

#### [Redemption of preferred securities]

Since preferred securities issued by RPGS were redeemed in July 2015, interest income RPGS received from Resona Bank decreased by JPY0.9 bn, leading to a contraction of the difference between "RHD Consolidated" and "Total of Group Banks" figures by the same amount in terms of "gross operating profit" and "income before income taxes."

## Actual net operating profit decreased by JPY9.9 bn, due to slowdown of customer divisions

		(JPY bn)	FY2016 1H	YoY Change	
		Gross operating profit		238.1	(26.1)
	Customer Divisions	Operating expense	(2)	(159.2)	(0.5)
ı,		Actual net operating profit	(3)	78.8	(26.6)
ı		Gross operating profit	(4)	111.9	(15.9)
ı	Personal Banking	Operating expense	(5)	(84.4)	(0.4)
ı		Actual net operating profit	(6)	27.5	(16.3)
	Corporate Banking	Gross operating profit	(7)	126.2	(10.2)
		Operating expense	(8)	(74.8)	(0.1)
		Actual net operating profit	(9)	51.3	(10.3)
		Gross operating profit	(10)	46.7	+17.7
N	Markets and Other	Operating expense	(11)	(5.7)	(0.9)
		Actual net operating profit	(12)	41.0	+16.7
		Gross operating profit	(13)	284.9	(8.4)
	Total	Operating expense	(14)	(164.9)	(1.5)
		Actual net operating profit	(15)	119.9	(9.9)



Definition of management accounting

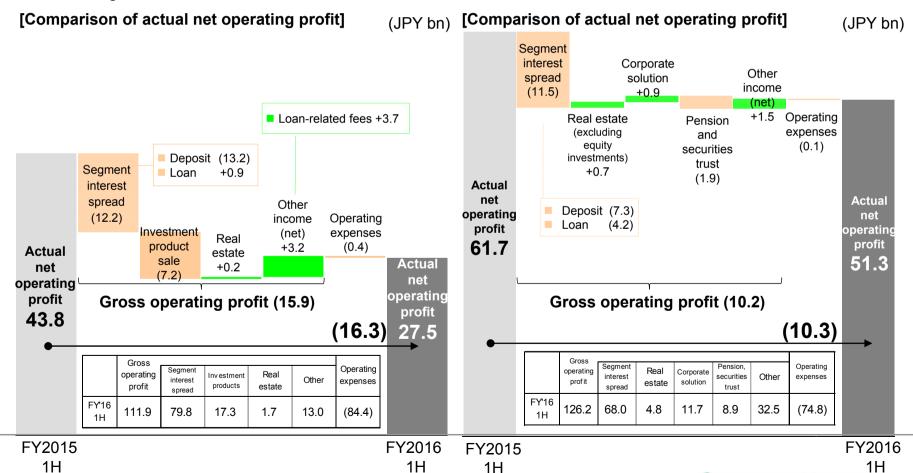
- 1. Numbers reported above refer to 3 Resona Group banks and 3 loan guarantee subsidiaries.
- 2. Gross operating profit of "Markets" segment includes a part of net gains/losses on stocks.
- 3. "Other" segment refers to the divisions in charge of management and business administration.

## **Personal Banking Segment**

- Actual net operating profit decreased by Y16.3 bn
- Segment interest spread decreased due to decline of interest rates
- Income from investment product sale decreased due to fluctuating market environment

## **Corporate Banking Segment**

- Actual net operating profit decreased by Y10.3 bn
- Segment interest spread decreased due to decline of interest rates



## **Trend of Loan and Deposit**

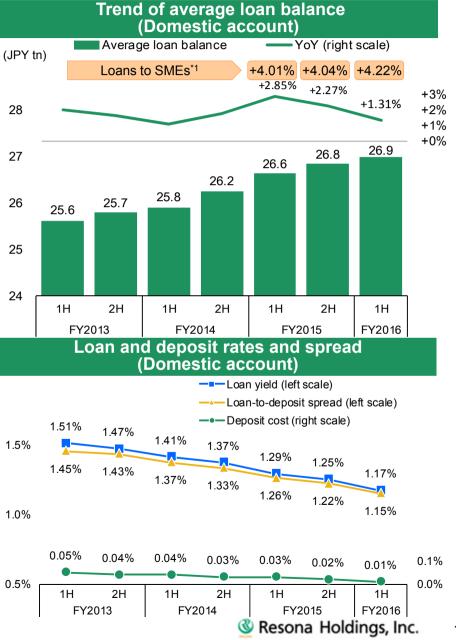
## Average loan / deposit balance, rates and spread

		vg. bal : Trillion Y	1	Н	FY2	2016			
_ ln	CC	ome/Cost : Billion	(Act)	YoY	(Revised) plan	YoY			
		rage loan balance anking account)		(1)	27.47	+1.24%			
			Avg. Bal.	(2)	26.97	+1.31%	27.14	+1.52%	
		Loans	Rate	(3)	1.17%	(0.12)%	1.14%	(0.13)%	
			Income	(4)	158.3	(15.1)	311.4	(31.2)	
		Corporate Banking	Avg. Bal.	(5)	15.64	+1.19%	15.76	+1.29%	
		Business Unit	Rate	(6)	1.01%	(0.16)%	0.98%	(0.16)%	
Domestic		Personal Banking	Avg. Bal.	(7)	10.36	+1.55%	10.41	+1.93%	
acct.			Business Unit *1,3	Rate	(8)	1.45%	(0.08)%	1.44%	(0.08)%
				Av g. Bal.	(9)	39.28	+3.20%	38.62	+1.43%
		Deposits (Including NCDs)	Rate	(10)	0.01%	(0.01)%	0.01%	(0.01)%	
			Cost	(11)	(2.8)	+3.6	(5.0)	+6.7	
			Spread	(12)	1.15%	(0.10)%	1.13%	(0.11)%	
		Loan-to-deposit	Net interest income	(13)	155.4	(11.5)	306.4	(24.4)	



<sup>\*2.</sup> Corporate Banking Business Unit :
Corporate loans (excluding loans to governments) + apartment loans

\*3. Personal Banking Business Unit: Residential housing loans + consumer loans



38.86

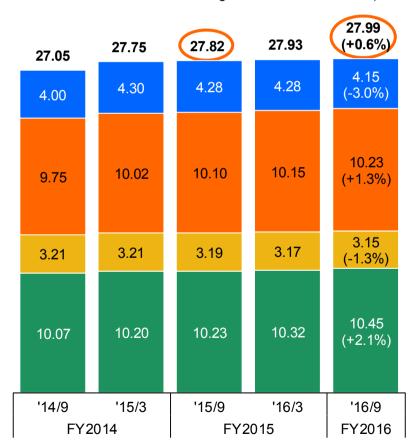
## **Term-end Balance of Loan and Deposit**

#### Term-end loan balance

## Term-end deposit balance

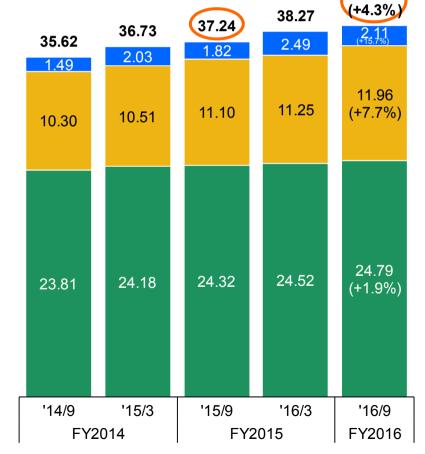
JPY tn, % represents YoY change

- Corporate (Large companies and other)\*1
- Corporate (SMEs)
- Corporate (Apartment loans)
- Personal (Residential housing loans + Consumer loans)



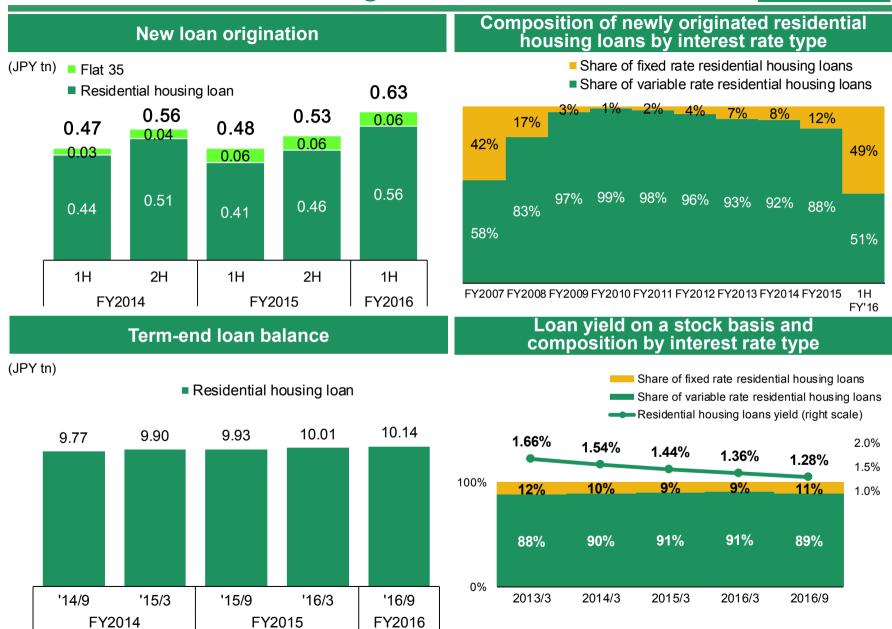
JPY tn, % represents
YoY change

- Other
- Corporate deposits
- Individual deposits



<sup>\*1.</sup> Include the loan which RB extended to RHD (Y0.30tn)

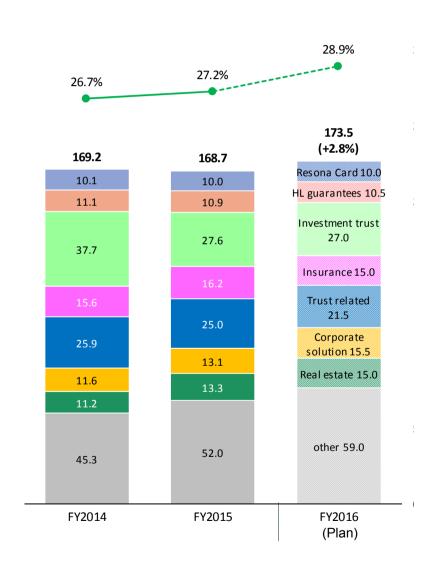
## **Trend of Residential Housing Loans**



## **Trend of Fee Income**

#### Consolidated fee income ratio at 28.3% for 1H of FY2016

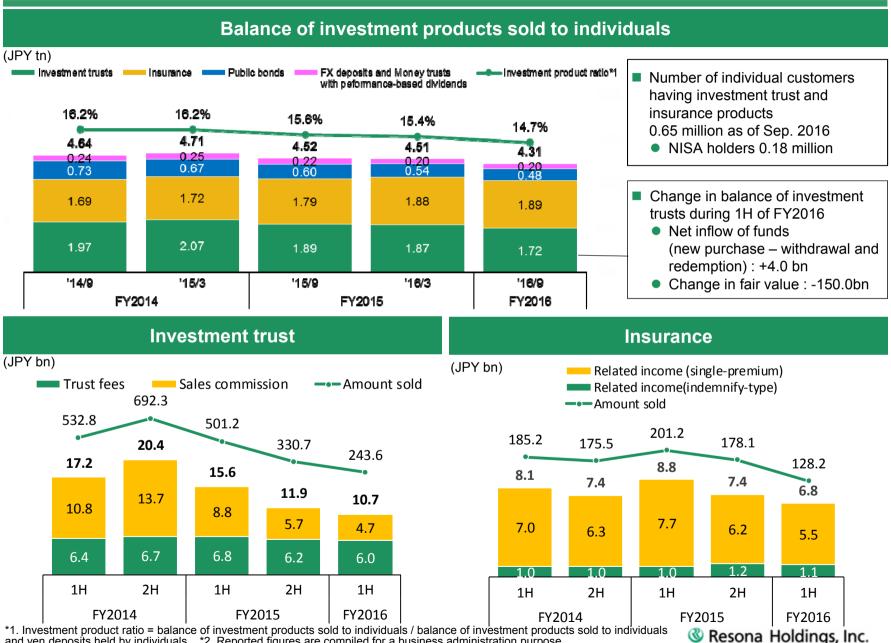




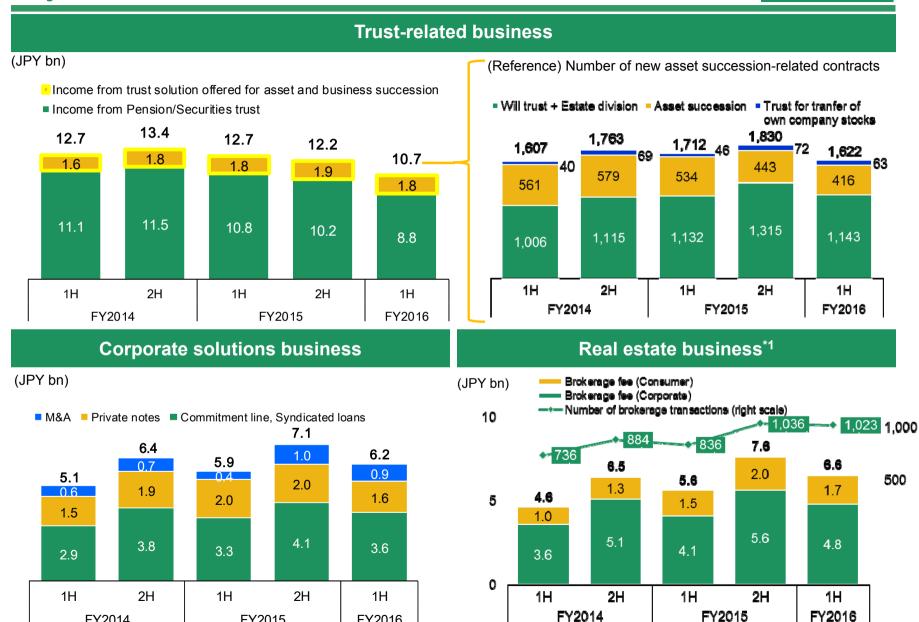
<sup>\*1. (</sup>Fees and commission income + trust fees) / Consolidated gross operating profit

## **Asset Formation Support Business**

and yen deposits held by individuals \*2. Reported figures are compiled for a business administration purpose.



## **Major Fee Businesses**



FY2016

FY2015

FY2014

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

## **Credit Costs and NPL**

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

		FY2014	FY2	2015	FY2	2016
(JPY bn)		Λ ot	1H	Λ ot	1H	Revised
		Act	Act	Act	Act	Plan
Net credit cost (RHD consolidated (A))	(1)	22.3	(21.2)	(25.8)	10.5	(5.5)

Net credit cost (Total of group banks (B))	(2)	24.3	(20.5)	(23.4)	8.6	(5.5)
General reserve	(3)	23.5	(2.2)	(0.0)	6.0	
Specific reserve and other items	(4)	0.7	(18.2)	(23.4)	2.6	
New bankruptcy, downward migration	(5)	(29.5)	(32.2)	(43.9)	(9.4)	
Collection/ upward migration	(6)	30.3	13.9	20.4	12.0	

Difference (A) - (B)	(7)	(1.9)	(0.6)	(2.3)	1.9	-
of which, HL guarantee subsidiaries	(8)	1.1	0.3	2.6	0.7	
of which, Resona Card	(9)	(1.6)	(1.1)	(1.8)	(1.1)	

#### <Credit cost ratio>

						(10   0 - )
RHD consolidated*1	(10)	8.1	(15.1)	(9.2)	7.5	(1.9)
Total of group banks*2	(11)	8.6	(14.3)	(8.2)	6.0	(1.8)

(bps)

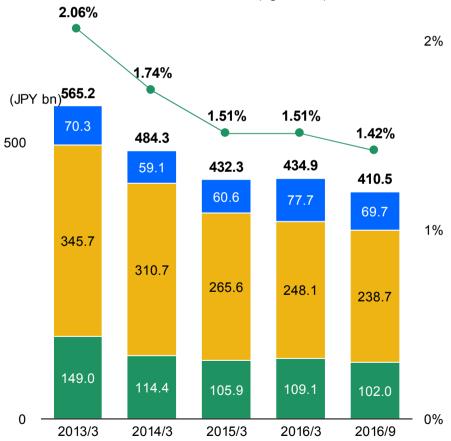
(Note) Positive figures represent reversal gains

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

Unrecoverable or valueless claimsRisk claims

Special attention loans

→ NPL ratio (right scale)



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

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

<sup>\*3.</sup> Net of collateral, guarantees and loan loss reserves

## **Securities Portfolio**

## **Securities Portfolio (RHD consolidated)**

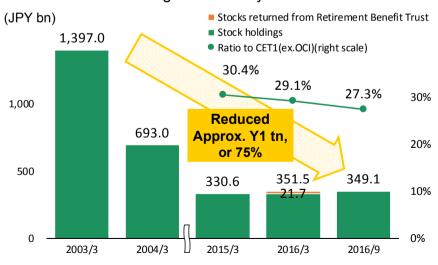
Unrealized gain/(loss)
437.9
432.9
6.5
(0.9)
-
-
7.4
(1.5)
2.2
89.9
71.6
)

#### Status of policy-oriented stocks held

- Breakeven Nikkei average: Approx. 6,200 yen
- Listed stocks sold in 1H of FY2016 (acquisition cost): JPY2.4 bn, Net gain on sale: JPY4.2 bn

#### Policy for holding policy-oriented stocks

- After the injection of public funds, Resona reduced the balance of stockholdings in order to minimize the price fluctuation risk.
- Resona will continue to determine whether or not to hold policy-oriented stocks after examining risks and returns, including the realizability of medium- and long-term business prospects, and aims to reduce the balance to a range between 10% and 20%\*1 of the CET1 capital\*3 in the medium term.
  - > Aims at reducing Y35bn in 5 years



<sup>\*1.</sup> Acquisition cost basis. The presented figures include marketable securities only

<sup>\*2.</sup> Balance sheet amount basis. The presented figures include marketable securities only

<sup>\*3.</sup> Excluding OCI (other comprehensive income)

## **Capital Adequacy Ratio**

## Capital adequacy ratio (Japanese Domestic Std.)

#### RHD Consolidated

- Itiib Goilgoilaatga				
( JPY bn )		2016/3	2016/9	Change
Capital adequacy ratio	(1)	13.53%	12.58%	(0.95%)
Total capital	(2)	1,969.2	1,801.4	(167.8)
Core Capital: instruments and reserves	(3)	1,997.6	1,825.0	(172.5)
Core Capital: regulatory adjustments	(4)	28.4	23.6	(4.7)
Risk weighted assets	(5)	14,552.5	14,314.6	(237.9)
Credit risk weighted assets	(6)	12,954.9	12,640.1	(314.8)
Amount equivalent to market risk / 8%	(7)	155.3	111.0	(44.2)
Amount equivalent to operational risk / 8%	(8)	1,061.6	1,053.2	(8.4)
Credit risk weighted assets adjustments	(9)	380.6	510.2	+ 129.6

#### Major factors for the change in total capital

• Net income attributable to owners of the parent +96.9 bn

• Dividends to be distributed (25.7) bn

• Planned redemption of Class 6 preferred shares (75.7) bn

• Decrease in subordinated bonds (162.1) bn

Primary factor for the change in RWAs

• Decline in parameter (262.5) bn

#### Group Banks (Reference)

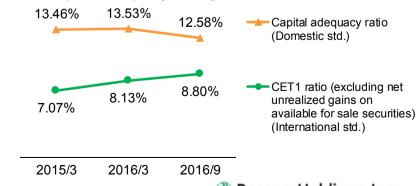
( JPY bn )	Resona (Consolidated)	Saitama Resona (Non- consolidated)	Kinki Osaka (Consolidated)		
Capital adequacy ratio (10)	12.14%	14.73%	11.36%		
Total capital (11)	1,273.4	400.8	154.2		
Risk weighted assets (12)	10,485.3	2,719.5	1,357.5		

## (Reference) International Std.

#### RHD Consolidated

( JPY bn )	2016/3	2016/9	Change		
Common Equity Tier 1capital ratio	(13)	9.52%	10.15%	+ 0.63%	
Excluding net unrealized gains on available-for-sale securities	(14)	8.13%	8.80%	+ 0.67%	
Tier 1 capital ratio	(15)	10.69%	10.82%	+ 0.13%	
Total capital ratio	(16)	14.10%	14.14%	+ 0.04%	
Common Equity Tier 1 capital	(17)	1,426.2	1,488.8	+ 62.6	
Excluding net unrealized gains on available-for-sale securities	(18)	1,217.7	1,290.5	+ 72.8	
Tier1 capital	(19)	1,600.7	1,587.7	(12.9)	
Tier2 capital	(20)	511.1	486.4	(24.6)	
Total capital (Tier1+Tier2)	(21)	2,111.8	2,074.2	(37.5)	
Risk weighted assets	(22)	14,968.3	14,662.7	(305.5)	
Credit risk weighted assets	(23)	13,523.9	13,172.5	(351.4)	
Amount equivalent to market risk / 8%	(24)	155.3	111.0	(44.2)	
Amount equivalent to operational risk / 8%	(25)	1,061.6	1,053.2	(8.4)	
Credit risk weighted assets adjustments	(26)	227.3	325.9	+ 98.5	

#### [Trend of Capital Adequacy Ratio]



## **RHD Consolidated**

#### **Common DPS**

( JPY bn )	1H FY'16 (Actual)	Revised full-year target	Change from original target	YoY change	
Net (interim) income attributable to owners (1) of the parent	96.9	170.0	+10.0	(13.8)	
Difference (2)	9.5	16.5	+1.5	(3.9)	

		DPS	Change from original forecast	Change from previous year
Common stock (annual)	(3)	19.0 yen	No Change	+2.0 yen
of which, interim dividend	(4)	9.5 yen	No Change	+1.0 yen

## Total of Group Banks / each subsidiary bank (non-consolidated)

		Total of gr	oup banks	;	Resona Bank			Saitama Resona Bank				Kinki Osaka Bank				
(JPY bn)	1H FY16 Acrual	Full year target	Change from original target	YoY change	1H FY'16 Acrual	Full year target	Change from original target	YoY change	1H FY'16 Acrual	Full year target	Change from original target	YoY change	1H FY'16 Acrual	Full year target	Change from original target	YoY change
Gross operating profit (5)	275.4	552.5	(4.5)	(19.5)	187.1	379.5	(0.5)	(4.0)	66.2	128.0	(1.0)	(9.4)	21.9	45.0	(3.0)	(6.0)
Operating expenses (6)	(163.3)	(328.5)	+3.0	(2.2)	(107.1)	(215.0)	+1.0	(1.0)	(37.4)	(75.5)	+0.5	(0.8)	(18.7)	(38.0)	+1.5	(0.5)
Actual net operating profit (7)	112.0	224.0	(1.5)	(21.6)	80.0	164.5	+0.5	(4.9)	28.8	52.5	(0.5)	(10.1)	3.2	7.0	(1.5)	(6.4)
Net gains on stocks (including equity derivatives) (8)	1.6	8.5	(1.0)	+10.3	1.1	6.0	(1.5)	+10.6	0.4	1.5	-	(0.6)	0.0	1.0	+0.5	+0.3
Credit related expenses (9)	8.6	(5.5)	+15.5	+17.9	5.9	(2.0)	+13.0	+22.8	0.3	(3.5)	+0.5	(1.9)	2.2	-	+2.0	(2.9)
Income before income taxes (10)	120.3	216.0	+11.5	(4.7)	83.4	160.5	+9.5	+16.5	30.1	47.5	+0.5	(13.2)	6.7	8.0	+1.5	(8.0)
Net (interim) income (11)	87.3	153.5	+8.5	(9.8)	60.8	114.0	+5.5	+13.2	21.3	33.0	+0.5	(7.2)	5.2	6.5	+2.0	(15.8)

# Outline of Business Results for 1H of FY2016 and Updates on Major Businesses

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

## **Direction of Capital Management**

## Aiming at Becoming No.1 Retail Bank

## Customers' joy and happiness are Resona's

## **Environmental and societal changes**

Industrial structure

Globalization

Super-aged society

Prolonged low interest rate environment

Shift from savings to asset formation

**Diversified lifestyles** 

Progress in ICT

# Values to be delivered Deportunities Corporate banking field SMEs' growth and Loans for capex and to

business turnaround

SMEs' business development

Smooth succession of assets and business

Personal banking field

Asset formation for the future

Good life for individuals

Invigorating consumer spending

AM business

healthcare industry

Solutions business

Solutions for "premier"

customers

Housing / consumer loans

New products and services via Resona's Omni-channel concept

## Differentiation factors

Customer base / domestic and overseas network

Urban franchise / community-based relationship banking

Largest commercial bank with trust capabilities

State-of-the-art flexible IT platform

DNAs for innovations and reforms

F-class corporate governance

## **Corporate Banking Dept. (1): Capex-related Loans / Loans to Healthcare Industry**

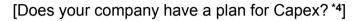
## Building up long-term loan assets by offering effective solutions

## Capex-related loans\*1, 2

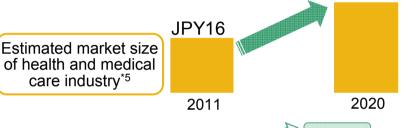
## Loans to healthcare industry\*2,3

■ 62% of the respondents intending to increase capex

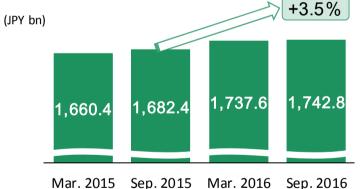
Health and medical care market to grow 60%







JPY26 tn





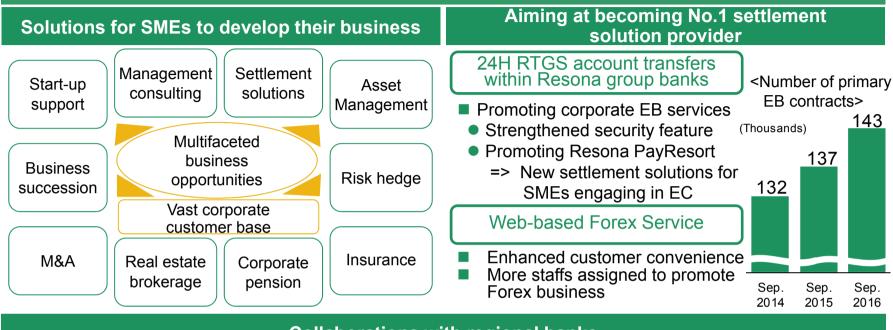
Relatively high loan yield and coverage ratio

Various solutions including trust and real estate-related ones obtainable with a single visit at Resona's branch

Customer base of SMEs, hospitals, nursing care and welfare facilities in Tokyo, Saitama and Osaka

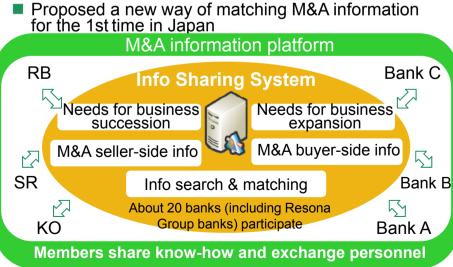
<sup>\*1.</sup> Excluding loans to individuals, non-residents, and real estate sector companies \*2. Total of group banks \*3. Loans to medical and nursing care institutions and welfare facilities \*4. Questionnaire survey which RB, SR and KO conducted to their corporate customers from Jan. 2016 Resona Holdings, Inc. to Feb. 2016 (30 thousands customers responded.) \*5. Japan Revitalization Strategy

## Corporate Banking Dept. (2): Solutions Business



## Collaborations with regional banks

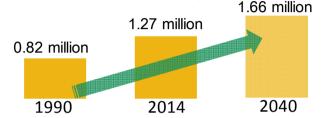
- Utilizing Resona's functions as an open platform
- Solutions for business succession utilizing trust (Trust for transferring own company stock: Tied up with 7 regional banks)
- Joint ATM administration (Small footprint ATMs capable of handling cards issued abroad)
- Resona AM's asset management function
- Mutual customer referral
- Business matching, collaborations in M&A field



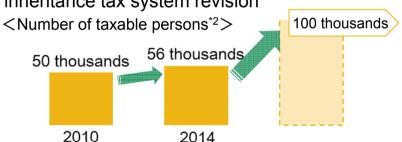
## Corporate Banking Dept. (3): PB Business

## **Expanding succession market**

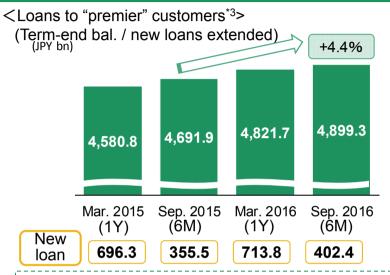
Succession market to grow till around 2040
 Number of inheritance cases (trend and forecast)\*1>



Taxable persons to increase significantly due to inheritance tax system revision



## Loans to "premier" customers on the rise



- Resona's apartment loans
- Mostly located in urban areas
- Advanced screening involving a long-term breakeven analysis based on rent forecasts

## **Becoming No.1 PB institution in Japan**

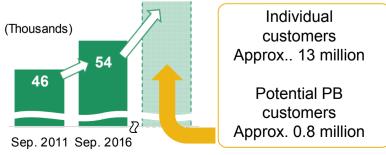
- Consultation-based marketing utilizing trust capabilities
- Professional consultants to those places where a number of "premier" customers reside.

Trust Office coverage 4 to 30 Offices (by Sep. 2018)

- Top sales by branch GMs
- Differentiation with HR superiority

FP (1st grade) 1,000 at present => 1,600 (by Mar. 2020)

<Number of "premier" customers >



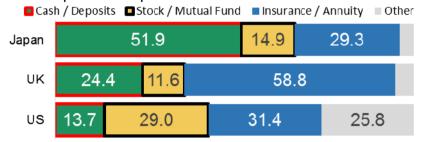
<sup>\*1.</sup> White paper on "Aged Society" (Cabinet Office) 
\*2. National Taxation Office \*3. Total of group banks

## Personal Banking Dept. (1): AM Business

## Shift form savings to asset formation

#### Higher ratio of cash & deposits than in the US and UK

<Composition of personal financial assets \*1>



## **Supporting long-term asset formation**

**Commencement of Fund Wrap Business** 

Growing to be a JPY10 bn business in the medium term

Advisory-oriented marketing approach

Lineup of AM products that banks' customers want

#### Solid customer base

Depositors in their 40's, 50's and 60's: 1.73 million AUM: JPY10.5 trillion

## **Fulfillment of fiduciary duty**

## Supporting "good personal life" by assisting asset formation

- Recent steps taken
- <March 2016>
- Published "Fiduciary Duty Action"
- Launched "Asset Management Advisory Committee"

#### <July 2016>

 Total return notification service for owners of investment trusts

#### <October 2016>

- Disclosure of sales agency commission for insurance products
- Commenced "iDeCo Start Club"

#### Promotion of iDeCo

#### Aiming to gain a top share in the iDeCo market

- Revision of the DC Pension Act: Eligible members to grow from 37 million to 67 million
- Strengthen customer base and build up relationships
- Keys for winning competition: 1) Face-to-face explanation and 2) attractive fees
- Approximately 600 manned branches in Japan
- Zero administrator commission for initial 2 years
- From Jan. to Aug. 2016: 19% share in terms of new iDeCo accounts (#2 in the industry)

<Reasons to select iDeCo administrator? \*2>

Education	Low	
(scheme, tax merits, AM)	fees	Other
49%	16%	35%

<sup>\*1.</sup> Financial Report (Financial Service Agency)
\*2. Questionnaire survey on iDeCo conducted by Nomura Research Institute

## Personal Banking Dept. (2): Housing Loan / Consumer Loan

## Approaches from both sides: Enhancing income and curtailing costs

## Housing loan

#### Consumer loan

#### Income

## Loan volume

- Provide attractive products timely
  - Eightfold increase in Web-only Refinance Loan
- 64 LPs open on holidays
  - Approx. 40% of the HL contracts now being concluded on holidays
  - Screening and execution on holidavs

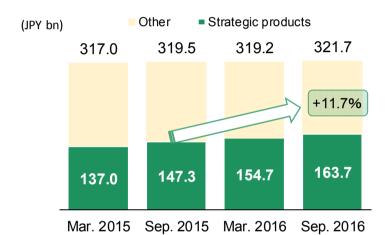
## **Pricing**

- Risk pricing
  - Variable pricing based on profile
- Advantage in "only-one" product
  - Danshin Kakumei gaining popularity

## **Additional** income

- Anticipate customers' life events
  - Propose other products and services

#### <Term-end balance>



Avg. loan yield

6.48%

6.58%

6.61%

6.67%

#### Cost

# **Clerical cost**

- Housing loan business reform
- Halved clerical work volume

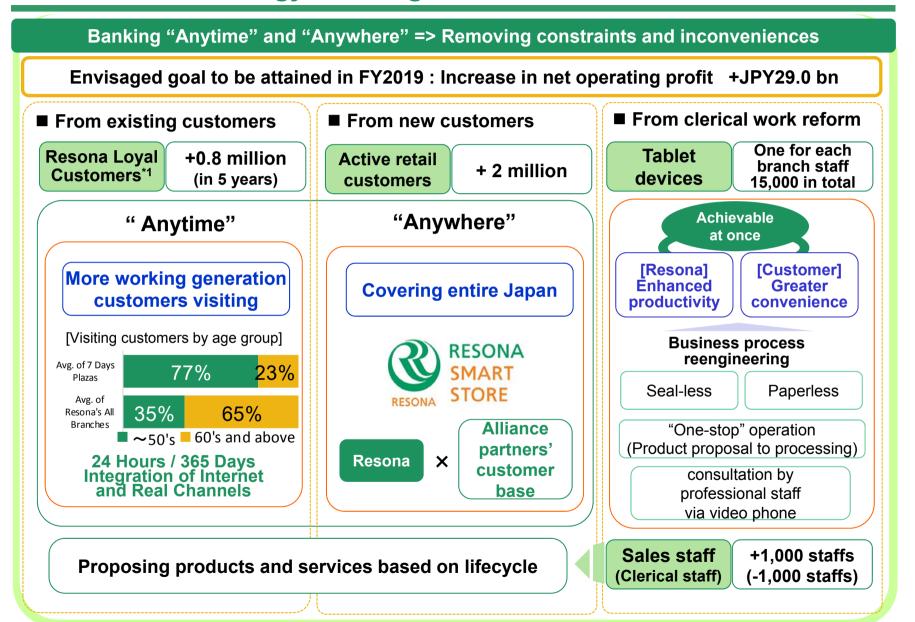
## **Credit cost**



- Strengthened credit management
- Superior profile of "Web-only Refinance Loan" customers

- Exploring new customers via Smart Stores
- Completely web-based procedure (application, response and contracting)
- Loan screening / execution on holidays, the same day loan execution (at earliest)
- Strengthen line-up of products
- Event-based marketing

## **Omni-channel Strategy: Envisaged Goal**



Resona Holdings, Inc.

## **Omni-channel Strategy: Measures Implemented Thus Far**

## Provide customers with overwhelming convenience

## Overcome constraints of "time" for banking transactions (Anytime)

- Business hours extended to 17:00 (Oct. 2003)
- 24H manned telephone banking (May 2005)
- 24H RTGS account transfers within Resona group banks
  - Individual (Apr. 2015), Corporate (Oct. 2015)
- Open 365 days / till 19:00 on weekdays
  - RB's Hirakata (May 2016), RB's Tachikawa (Jun. 2016)
  - 13 offices (Oct 2016), 15 offices by end of FY2016
- New model branch to be expanded
  - Utilize know-how gained through Toyosu trial
    - SR's Tokorozawa-higashiguchi (Apr. 2016)
       RB's Hirakata (May 2016) and Koenji (Jun. 2016)

Japanese banks

#1 in Japan

- RB's Waseda (Oct. 2016)KO's Abeno (Nov. 2016)
- Promoting HLs on holidays
  - LPs open on holidays (Oct. 2003) 64 LPs open on holidays as of Oct. 2016
  - HL screening on holidays
     (June 2015)

    #1 among major
  - Execution of housing loans on holidays (Mar. 2016)

Overcome constraints of "space" for banking transactions (Anywhere)

#### Expand the Internet channel

- Strengthened Internet banking functions ("My Gate") (Apr. 2014)
- Web Settlement Portal Site (Nov. 2015)
- Point Mall (Nov. 2015)
- Resona Smart Store (Internet branch)
  - > #1 shot: JAL Smart Account (Mar. 2016)
  - Smart phone application having passbook, easy-touse account transfer functions, and notification of upcoming payments and their failures
  - > #2 shot: Resona Original Account
    - Sales activities utilizing tablets with expanded functions
      - Insurance policy application system (May. 2016)

        #1 among all
        - FinTech (Blockchain)
          - Joined a consortium which aims at building up a new platform for domestic and international money transfers (Oct. 2016)
            - 42 banks participated
            - > RB became 1st chair bank

my gate ATM

Japanese banks

Deliver the best products and services to customers through optimal channel

Manned

Office

PCchat Telephone

Upgraded backbone mainframe system (Jan. 2015)

## How We Operate Branches: Enhanced Customer Convenience and Higher Productivity

## Prior sign-in and data entry with a tablet device

Prior ordering via smart phones also under consideration



## Rationalizing cash handling and settlements

Enhanced customer satisfaction via speedier processing



✓ Connecting automatic casher and Quick-Navi terminal



Small automatic cashers

Self-service large lot cash deposits

✓ Patent-granted Quick Navi with ATM functions

## Convenient procedure not requiring seals and slips

Abolish seals at all branches including the existing branches



- ✓ Greater convenience for customers
- ✓ Enhanced productivity for bank



✓ Issue cash card instantaneously on the spot

Videophone system allows for consultation by specialists at head office

Professional advice by specialists



Consultation desk

✓ Advanced consultation

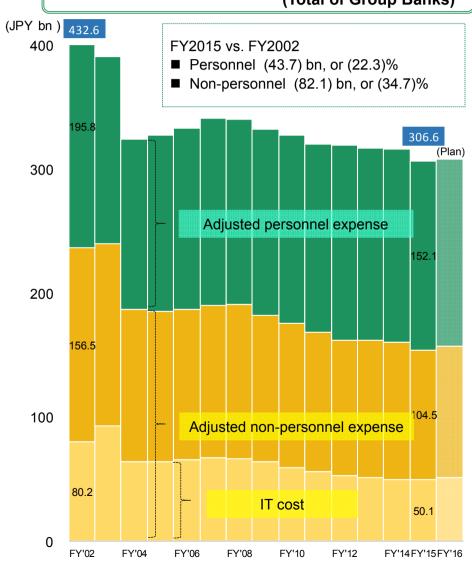


## **Low-cost Operation and Strategic Mobilization of Resources**

Intensively allocating expenses in strategic areas while curtailing total operating expenses

## Adjusted personnel and non-personnel expense (Total of Group Banks)

## **Employee Composition (Total of Group Banks)**



#### Operational reform

■ Reduced clerical work load enabled reduction in temp. staffs

#### Sales force

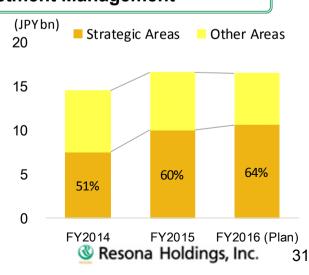
- Regular staffs on the rise, allocating many of them in sales dept.
- PH salary increase while curtailing total personnel expense



## **IT Investment Management**

## IT investments

- Intensive allocation to strategic areas such as Omnichannel strategy
- Investments in maintenance and administration areas planned carefully and executed efficiently
- Speedier (agile) systems development



## **Resona's Challenges Attracting Attentions from Outside**

Resona's challenges towards "Retail No.1" are highly evaluated by various institutions

## Corporate Governance of the Year ® 2015

Japan Association of Corporate Directors selected Resona Holdings as one of five "Winner Companies"



## Nikkei's Survey on Banks' Retail Capability 2016

Resona Bank #2
Saitama Resona Bank #4
(Out of 117 banks surveyed)



## The First Nihon Service Award 2016

Services that break common sense of banking industry

- "No waiting time," "No transaction slips," and "No seals"
- ◆ Extended business hours to 5PM



## Nadeshiko Brand 2014 and 2015

Listed companies promoting the appointments of women (for 2 consecutive years)



## 2015Nikkei Superior Products and Services Awards

"24 hours / 365 days intra-group banks account transfers" won Nikkei Veritas Award



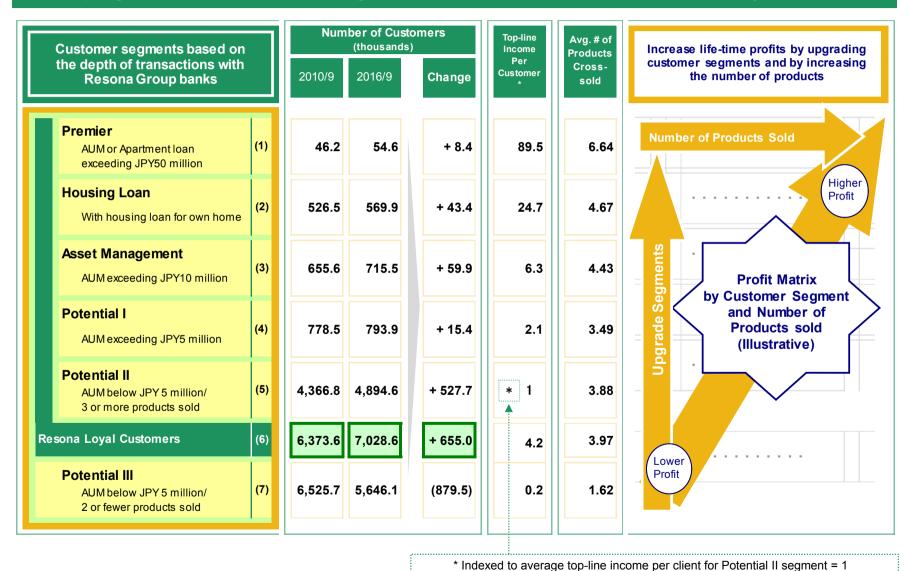
#### Nikkin Award 2015

## **Omni-channel Strategy**



## Measures to Build Multifaceted Business Relationships with Customers

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



Resona Holdings, Inc.

# Outline of Business Results for 1H of FY2016 and Updates on Major Businesses

Efforts to Build Solid Foundation for Sustainable Growth

## **Direction of Capital Management**

## **Direction of Capital Management**

## Capital adequacy ratio

- Secure sufficient capital adequacy under the Japanese Domestic Std.
- Aim to achieve 8% and higher CET1 ratio\*1 stably under the Int'l Std.

Sep. 30, 2016 CET1 ratio\*1 8.80%

#### **ROE**

 Maintain ROE\*2 above 10%, enhancing efficiency in capital utilization

FY2015 Actual 14.41%

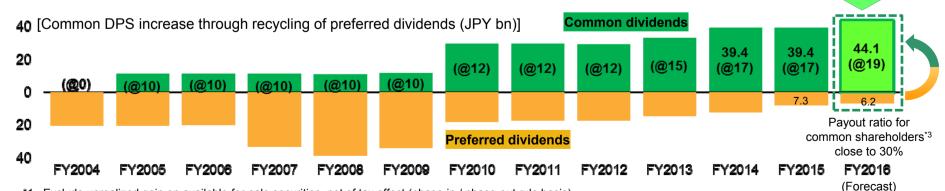
## Shareholder return policy

- Maintain stable dividends for the time being while making efforts to strengthen capital base
- Give consideration to raising common DPS when repurchasing the non-convertible preferred shares (totaling JPY175.0 bn), shifting the preferred dividends (JPY7.3 bn) to be saved to common shareholders

#### **Common DPS forecast for FY2016**

19 yen annually (+2 yen, interim 9.5 yen)

 Repurchase and cancel Class 6 PS (Total issue amount JPY75 bn, annual preferred dividend JPY3.7 bn) on Dec. 8, 2016.



- \*1. Exclude unrealized gain on available-for-sale securities, net of tax effect (phase-in / phase-out rule basis)
- \*2. (Net income Preferred dividends) / (Total shareholders equity balance of outstanding preferred shares)
- \*3. Total amount of common dividends planned for FY2016 / (Targeted net income for FY2016 Total preferred dividends to be paid)

# Outline of Business Results for 1H of FY2016 and Updates on Major Businesses

Efforts to Build Solid Foundation for Sustainable Growth

**Direction of Capital Management** 

**Reference Material** 

# **Breakdown of Financial Results for 1H of FY2016**

		Resona I	•		Γotal of gro (Non-conso	•				Difference		
(JPY bn)		(A)	YoY change	(B)	YoY change	Difference from the company's 1H target issued at beginning of the year	Resona Bank	Saitama Resona Bank	Kinki Osaka Bank	(A)-(B)	YoY change	
Gross operating profit	(1)	298.0	(9.6)	275.4	(8.0)	(2.1)	187.1	66.2	21.9	22.6	(1.6)	
Net interest income	(2)	188.2	(15.0)	185.9	(13.7)		119.8	49.6	16.4	2.2	(1.2)	
NII from domestic loans and deposits	(3)			155.4	(11.5)		98.1	42.5	14.7			
Trust fees	(4)	9.0	(2.0)	9.0	(2.0)		9.0			(0.0)	+0.0	
Fees and commission income	(5)	75.5	(1.6)	55.5	(1.3)		39.7	11.8	4.0	19.9	(0.2)	
Other operating income	(6)	25.2	+8.9	24.8	+9.1		18.5	4.7	1.5	0.4	(0.1)	
Net gains on bonds (including futures)	(7)	15.1	+8.0	15.1	+8.0		9.8	3.8	1.3	-	_	
Operating expenses (excluding group banks' non-recurring items)	(8)	(172.3)	(1.3)	(163.3)	(1.4)	+3.2	(107.1)	(37.4)	(18.7)	(8.9)	+0.1	
Actual net operating profit <sup>*1</sup>	(9)	125.7	(11.0)	112.0	(9.4)	+1.0	80.0	28.8	3.2	13.7	(1.5)	
Net gains on stocks (including equity derivatives)	(10)	1.6	(0.7)	1.6	(0.5)	(1.9)	1.1	0.4	0.0	0.0	(0.1)	
Credit related expenses, net	(11)	10.5	+31.7	8.6	+29.2	+17.1	5.9	0.3	2.2	1.9	+2.5	
Other gain/(loss), net	(12)	(2.8)	(6.2)	(1.9)	(4.4)		(3.6)	0.4	1.2	(0.9)	(1.8)	
Income before income taxes	(13)	135.0	+13.7	120.3	+14.7	+15.8	83.4	30.1	6.7	14.7	(1.0)	
Income taxes and other	(14)	(38.1)	(2.5)	(33.0)	(3.2)		(22.6)	(8.8)	(1.5)	(5.1)	+0.6	
Net interim income (attributable to owners of the parent)	(15)	96.9	+11.2	87.3	+11.5	+13.3	60.8	21.3	5.2	9.5	(0.3)	

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

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

#### **Management Accounting by Major Group Business Lines (1H FY2016)**

(JPY bn, %)

			Profitability		Soundness	Net ope	rating p	orofit afte	r a de	duction o	f credit	cost			
Resona Group Business Segments		Net profit after a deduction of cost on capital	Risk-adjusted return on capital	Cost to income ratio	Internal CAR	A		Actual net operating profit						Credit	cost
		*1	DARGO	0.10						Gross operating		Operating			
		RVA <sup>*1</sup>	RAROC	OHR			YoY Change		YoY Change	profit	YoY Change	expense	YoY Change		YoY Change
	Customer Divisions (1)	42.7	17.7%	66.8%	8.3%	87.9	+2.9	78.8	(26.6)	238.1	(26.1)	(159.2)	(0.5)	9.0	+29.6
	Personal Banking (2)	17.1	24.4%	75.4%	8.9%	27.2	(16.1)	27.5	(16.3)	111.9	(15.9)	(84.4)	(0.4)	(0.2)	+0.1
	Corporate Banking (3)	25.6	15.7%	59.3%	8.1%	60.6	+19.1	51.3	(10.3)	126.2	(10.2)	(74.8)	(0.1)	9.3	+29.4
	Markets (4)	34.9	54.4%	11.9%	13.8%	41.9	+15.7	41.9	+15.7	47.6	+16.7	(5.7)	(0.9)	-	-
Тс	otal *2 (5)	42.5	13.5%	57.9%	12.5%	129.0	+19.7	119.9	(9.9)	284.9	(8.4)	(164.9)	(1.5)	9.0	+29.6

<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)

(JPY bn)

		,	Capital contribution	Net in	icome
Name		Line of business	ratio	1H FY2016	YoY change
Resona Guarantee Co., Ltd.	(1)	Credit guarantee (Mainly mortgage loan)	Resona Group 100%	7.1	(0.3)
Daiwa Guarantee Co., Ltd.	(2)	Credit guarantee (Mainly mortgage loan)	Resona Group 100%	0.1	(0.1)
Kinki Osaka Shinyo Hosho Co., Ltd.	(3)	Credit guarantee (Mainly mortgage loan)	Resona Group 100%	0.8	(0.0)
Resona Card Co., Ltd.	(4)	Credit card Credit guarantee	Resona Holdings 77.5% Credit Saison 22.4%	0.8	(0.0)
Resona Kessai Service Co., Ltd.	(5)	Factoring	Resona Holdings 100%	0.2	(0.0)
Resona Research Institute Co., Ltd.	(6)	Business consulting service	Resona Holdings 100%	0.0	+0.0
Resona Capital Co., Ltd.	(7)	Venture capital	Resona Holdings 100%	0.0	(0.1)
Resona Business Service Co., Ltd.	(8)	Back office work Employment agency	Resona Holdings 100%	0.0	+0.0
Resona Asset Management Co., Ltd. (9)		Investment Trust  Management	Resona Holdings 100% (Established in August 2015)	(0.1)	(0.0)
		Total		9.4	(0.8)

(Ref) FY2015 Net income
15.3
0.7
3.0
1.9
0.6
0.1
0.3
0.0
(0.1)
22.1

Major consolidated overseas subsidiaries

		Capital contribution	Net income					
Name	Line of business	ratio	1H FY2016	YoY change				
P.T. Bank Resona Perdania (	0) Banking business (Indonesia)	Resona Group 43.4% (Effective control approach)	0.9	(0.0)				
P.T. Resona Indonesia Finance (	1) Leasing business (Indonesia)	Resona Group 100%	0.0	+0.0				
	Total							

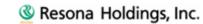
(Ref) FY2015 Net income
1.4
0.1
1.5

Affiliated company accounted for by the equity method

			Capital contribution	Net income		
Name		Line of business	ratio	1H FY2016	YoY change	
Japan Trustee Services Bank, Ltd.	(12)	Banking and Trust	Resona Group 33.3% Sumitomo Mitsui Trust HD 66.6%	0.2	(0.1)	

(Ref) FY2015 Net income
0.3

<sup>\*1.</sup> Fiscal year end of the two overseas subsidiaries is December 31. RHD's consolidated business results for the 1st half reflects the 1st half results of these subsidiaries which ended June 30.



# **Capital Adequacy Ratio (Subsidiary Banks)**

Japanese Domestic Standard		esona Banl Consolidated [A-IRB]			ma Resona n-consolidate [A-IRB]	-	Kinki Osaka Bank (Consolidated) [F-IRB]			
(JPY bn)	Mar. 31,	Sep. 30,		Mar. 31,	Sep. 30,		Mar. 31,	Sep. 30,		
	2016	2016	Change	2016	2016	Change	2016	2016	Change	
Capital adequacy ratio	12.77%	12.14%	(0.63)%	13.78%	14.73%	+0.95%	11.16%	11.36%	+0.20%	
Total qualifying capital	1,361.7	1,273.4	(88.2)	380.2	400.8	+20.5	154.0	154.2	+0.1	
Core Capital: instruments and reserves	1,383.3	1,289.7	(93.6)	394.6	415.9	+21.3	156.0	157.4	+1.3	
Core Capital: regulatory adjustments	21.6	16.2	(5.3)	14.3	15.1	+0.7	2.0	3.2	+1.2	
Risk weighted assets	10,656.6	10,485.3	(171.2)	2,759.3	2,719.5	(39.8)	1,379.6	1,357.5	(22.1)	
Credit risk weighted assets	9,373.9	9,147.6	(226.3)	2,324.5	2,262.5	(61.9)	1,290.6	1,270.7	(19.9)	
Amount equivalent to market risk / 8%	125.2	65.3	(59.8)	29.7	45.4	+15.7	0.1	0.1	(0.0)	
Amount equivalent to operational risk /8%	708.4	706.4	(2.0)	232.1	229.1	(3.0)	88.8	86.6	(2.1)	
Credit risk weighted assets floor adjustments	448.8	565.8	+116.9	172.9	182.4	+9.4	_	-	-	

# Sophistication in ALM Interest Rate Risk Management: (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: JPY47.1 tn (As of Sep. 30, 2016)

Loans and bills discounted JPY27.9 tn (59%)

Securities JPY5.2 tn (11%)

Cash and due from banks JPY11.7 tn (25%)

Other JPY2.1 tn (4%)

Domestic liquidity deposits JPY25.5 tn (54%)

Core liquidity deposits (x%)

Domestic time and other deposits JPY10.4 tn (22%)

Other
JPY9.3 tn (19%)

Net assets JPY1.7 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
  - 1. Lowest balance for the past 5 years
  - 2. Current balance less maximum annual outflow observed in the past 5 years
  - 3. 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 <u>10 years</u> (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**

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

				S	ep. 30, 201	6					N	1ar. 31, 201	6		
(JPY bn)		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
Bonds held to maturity	(1)	205.4	637.9	699.2	286.3	469.5	24.0	2,322.5	166.2	381.6	1,039.6	231.4	549.5	15.5	2,384.1
JGBs	(2)	160.3	542.5	599.7	180.0	350.0	7.0	1,839.5	118.0	284.3	945.2	130.0	400.0	3.0	1,880.5
Floating-rate JGBs	(3)	160.3	142.5	200.2	-	-	-	503.0	118.0	135.3	294.7	-	-	-	548.0
Japanese local government bonds	(4)	39.4	86.1	94.1	105.0	118.0	-	442.8	43.5	88.2	88.7	100.0	148.0	-	468.4
Japanese corporate bonds	(5)	5.6	9.2	5.3	1.3	1.5	17.0	40.2	4.7	9.0	5.7	1.4	1.5	12.5	35.1
Available-for-sale securities	(6)	352.2	681.2	198.5	132.4	242.6	299.3	1,906.5	403.5	688.7	295.1	117.1	365.5	124.1	1,994.3
Bonds	(7)	332.3	667.1	164.5	107.0	98.8	152.1	1,522.0	381.2	671.5	282.1	76.9	231.2	27.8	1,671.0
JGBs	(8)	180.0	252.0	-	-	3.0	122.0	557.0	240.0	289.2	80.0	-	128.0	17.5	754.7
Floating-rate JGBs	(9)	-	-	-	-	•	-	-	-	-	-	-	-	-	-
Japanese local government bonds	(10)	8.2	19.6	14.2	15.4	74.8	-	132.3	7.0	22.7	15.6	8.5	50.7	-	104.6
Japanese corporate bonds	(11)	144.1	395.5	150.2	91.5	21.0	30.1	832.6	134.2	359.6	186.5	68.3	52.5	10.3	811.6
Other	(12)	19.8	14.0	34.0	25.4	143.8	147.2	384.4	22.3	17.1	13.0	40.1	134.2	96.3	323.3

#### Unrealized gain/(loss)\*1

[S	ep. 30, 2016] (JPY bn)		B/S Amount	Change from Mar. 31, '16	Unrealized gains/ (losses)	Change from Mar. 31, '16			
	onds held to aturity	(1)	2,322.1	(61.3)	89.9	(3.6)			
1	ailable-for- lle securities	(2)	2,846.0	(73.9)	437.9	(22.2)			
	Stocks	(3)	782.0	(15.9)	432.9	(13.4)			
	Bonds	(4)	1,536.7	(159.8)	6.5	(8.0)			
	Other	(5)	527.3	101.8	(1.5)	(0.6)			

#### Trend of market and other indicators

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

	2014/3	2015/3	2016/3	2016/9
Duration (year) (1)	3.1	3.3	3.1	5.2
BPV (JPY bn) (2)	(1.41)	(0.72)	(0.24)	(0.29)
10-year JGB yield (3)	0.640%	0.395%	(0.050)%	(0.085)%

[Break-even point in terms of Nikkei Average]

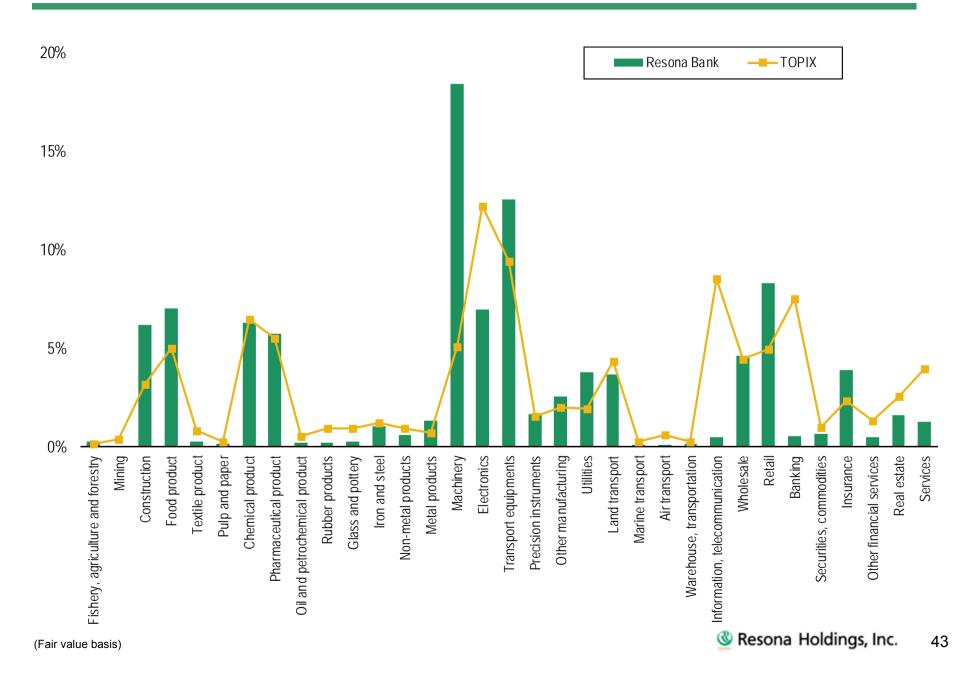
	2014/3	2015/3	2016/3	2016/9
Nikkei Average (Yen) (4)	6,500	5,500	6,500	6,200
BV of stock sold (JPY bn) (5)	5.4	3.2	8.7	2.4

[Net gain/(loss) on bonds and stocks]

(JPY bn)		FY2013	FY2014	FY2015	1H FY2016
Net gains on bonds	(6)	7.2	24.3	49.1	16.0
Net gains/(losses) on stocks	(7)	22.3	44.5	(6.7)	11.0

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

# Stocks Held by Industry (End of September 2016, RB)



# **Swap Positions by Remaining Periods**

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

(JPY bn)

			Sep. 3	0, 2016			Mar. 3′	1, 2016	
		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)	535.0	690.0	1,060.0	2,285.0	450.0	785.0	1,040.0	2,275.0
Receive floating rate/ Pay fixed rate	(2)	320.9	649.5	312.0	1,282.5	85.6	547.3	1.1	634.1
Net position to receive fixed rate	(3)	214.0	40.4	748.0	1,002.4	364.3	237.6	1,038.8	1,640.8

# **Maturity Ladder of Loan and Deposit (Domestic Operation)**

Total of Group Banks

#### **Loans and Bills Discounted**

## Deposits

[End of March 2016]

				_		
		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Fixed rate	(1)	1.5%	1.3%	6.7%	11.7%	21.2%
Prime rate-based	(2)	52.4%	0.1%	0.0%	0.0%	52.5%
Market rate-based	(3)	25.2%	1.1%			26.3%
Total	(4)	79.1%	2.5%	6.7%	11.7%	100.0%

[End of March 2016]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Liquid deposits	(1)	42.6%	1.5%	6.0%	21.0%	71.1%
Time deposits	(2)	13.4%	8.4%	6.0%	1.1%	28.9%
Total	(3)	56.0%	9.9%	12.0%	22.0%	100.0%

Loans maturing within 1 year

81.6%

[End of September 2016]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Fixed rate	(5)	1.6%	1.2%	6.5%	13.0%	22.3%
Prime rate-based	(6)	51.4%	0.0%	0.0%	0.0%	51.4%
Market rate-based	(7)	25.2%	1.0%			26.2%
Total	(8)	78.2%	2.3%	6.5%	13.0%	100.0%

[End of September 2016]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Liquid deposits	(4)	50.4%	1.1%	4.5%	15.7%	71.7%
Time deposits	(5)	13.6%	8.1%	5.7%	0.9%	28.3%
Total	(6)	64.1%	9.2%	10.2%	16.6%	100.0%

Loans maturing within 1 year

80.5%

[Change in 1H FY2016]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Fixed rate	(9)	+0.1%	(0.1)%	(0.2)%	+1.3%	+1.1%
Prime rate-based	(10)	(1.0)%	(0.1)%	(0.0)%	0.0%	(1.1)%
Market rate-based	(11)	(0.0)%	(0.0)%			(0.1)%
Total	(12)	(0.9)%	(0.2)%	(0.2)%	+1.3%	-

[Change in 1H FY2016]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Liquid deposits	(7)	+7.8%	(0.4)%	(1.5)%	(5.3)%	+0.6%
Time deposits	(8)	+0.2%	(0.3)%	(0.3)%	(0.2)%	(0.6)%
Total	(9)	+8.0%	(0.7)%	(1.9)%	(5.5)%	-

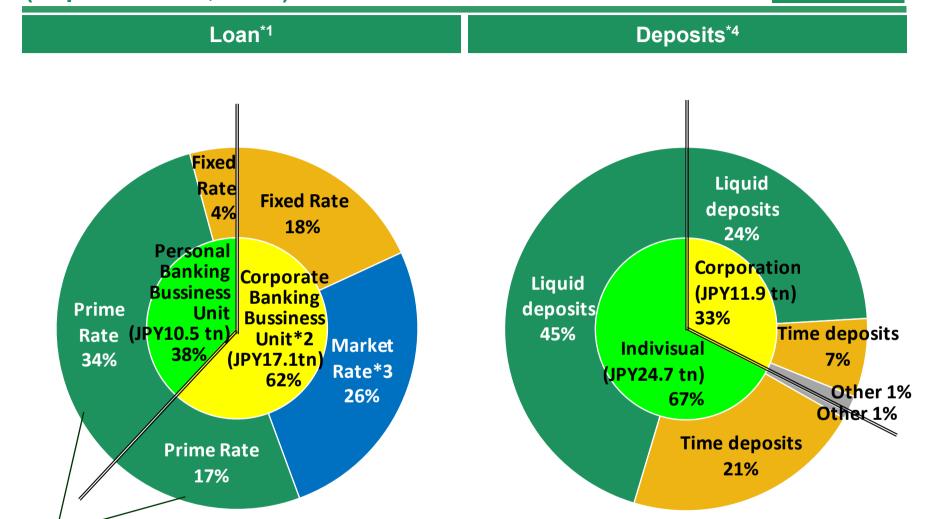
Loans maturing within 1 year

(1.1)%

<sup>\*1.</sup> Data compiled for a management and administration purpose

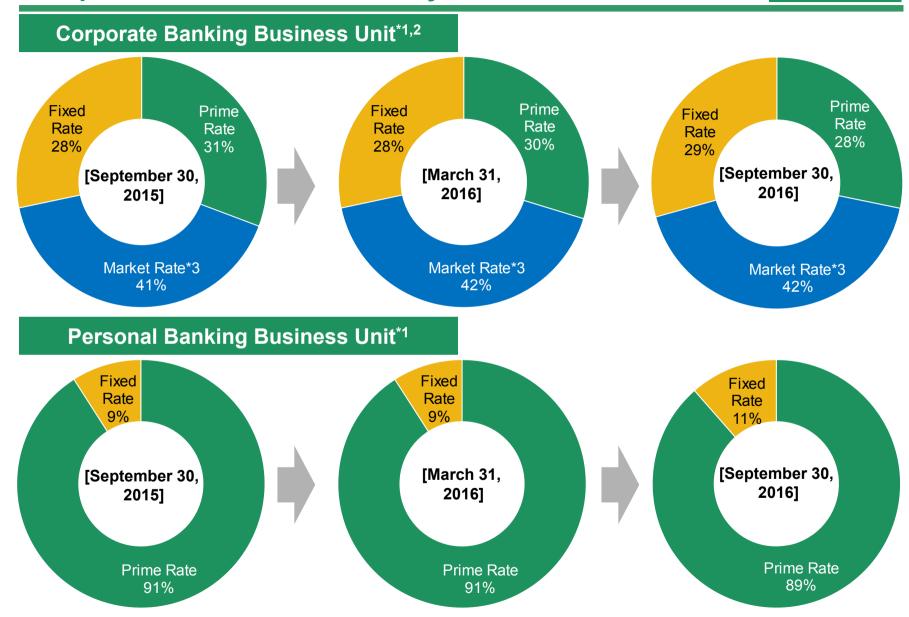
# **Composition of Loan Portfolio and Deposits** (September 30, 2016)

**Total of Group Banks** 



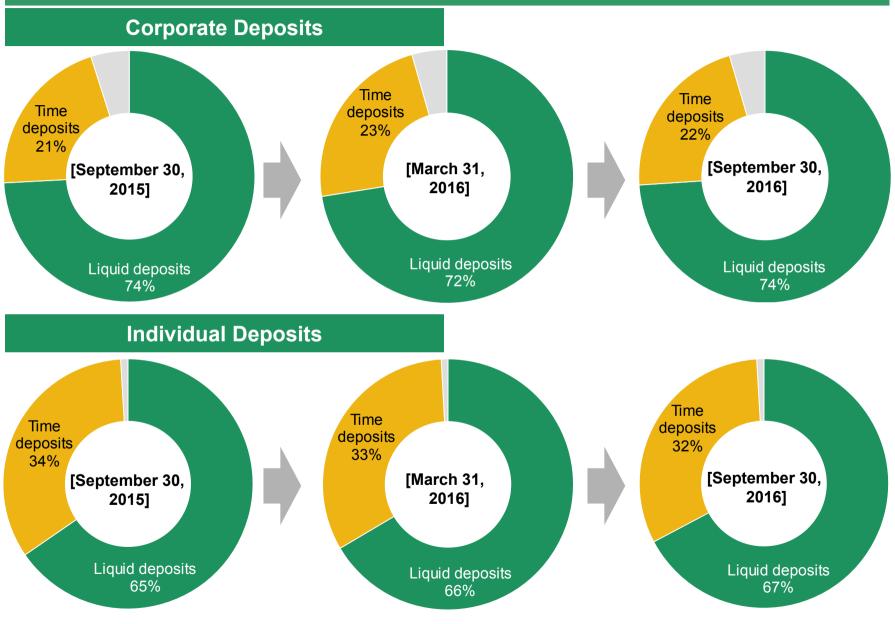
51%

<sup>\*2.</sup> Corporate Banking Business Unit includes apartment loans



<sup>\*1.</sup> Data compiled for a management and administration purpose
\*2. Corporate Banking Business Unit includes apartment loans
\*3. Market rate-linked loans include the fixed-rate (spread) loans maturing in less than one year

# **Composition of Deposits by Types**



# Migrations of Borrowers (RB, 1H of FY2016)

#### ■ Exposure amount basis \*1

					End of	Septembe	r 2016					
		Normal	Other Watch	Special Attention	Doubtful	Effectively Bankrupt	Bankrupt	Other	Collection, Repayments	Assignments, Sale	Upward Migration	Downward Migration
	Normal	98.4%	0.8%	0.1%	0.0%	0.0%	0.0%	0.7%	0.7%	0.0%	-	0.9%
9	Other Watch	9.7%	85.4%	0.6%	1.3%	0.1%	0.1%	2.8%	2.8%	0.0%	9.7%	2.1%
March 2016	Special Attention	7.6%	3.3%	81.4%	4.8%	0.2%	0.0%	2.8%	2.8%	0.0%	10.9%	5.0%
End of Ma	Doubtful	1.3%	8.2%	0.7%	78.6%	3.5%	1.3%	6.4%	6.3%	0.2%	10.1%	4.8%
<u>Ш</u>	Effectively Bankrupt	0.5%	1.8%	0.0%	0.4%	87.9%	4.4%	5.0%	3.5%	1.5%	2.7%	4.4%
	Bankrupt	0.0%	0.0%	0.0%	2.6%	0.0%	87.1%	10.3%	0.6%	9.7%	2.6%	-

<sup>\*1.</sup> Above table shows how a borrower belonging to a particular borrower category as of the end of March 2016 migrated to a new category as of the end of September 2016. Percentage points are calculated based on exposure amounts as of the end of March 2016 (New loans extended, loans partially collected or written-off during the period are not taken into account)

"Other" as of the end of September 2016 refers to those exposures removed from the balance sheet due to collection,

repayments, assignments or sale of claims.

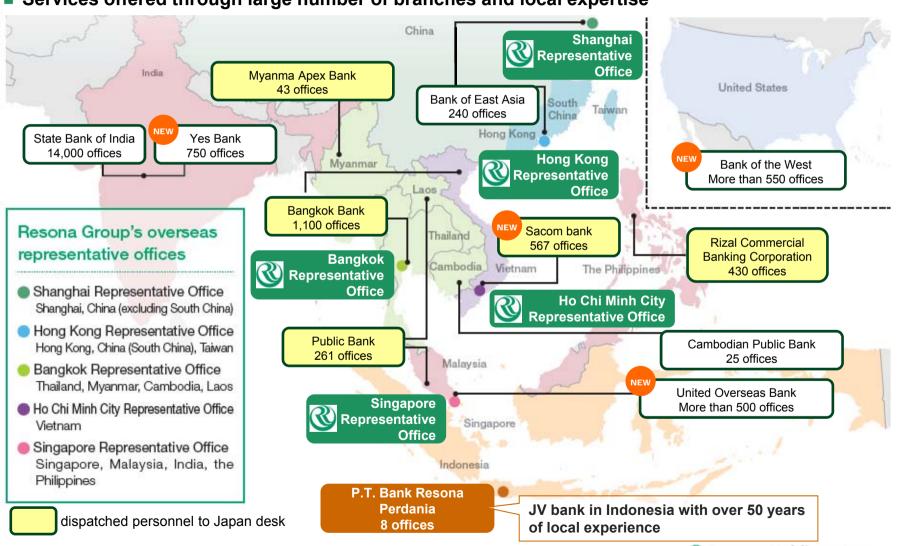
# Multifaceted Business Relationships: Achievements Measured with KPIs (YTD)

Pri	mary Index RL	.Cs = Clients to whom the grou	p have achieved t	the depth of transac	ction to some extent
	(Num	ber of customers in thousands)	Sep. 30, 2015	Sep. 30, 2016	Change
(1)	Premier	AUM or condominium loan exceeding JPY50 million	54	55	(0.3)
(2)	Housing Loan	With housing loan for own home	561	570	+8.8
(3)	<b>Asset Management</b>	AUM exceeding JPY10 million	715	716	+0.7
(4)	Potential I	AUM exceeding JPY5 million	795	794	(1.5)
(5)	Potential II	AUM below JPY 5 million/ with 3 or more products sold	4,858	4,895	+36.2
(6)	Resona Loyal	Customers (RLCs)	6,984	7,029	+44.6
(7)	Potential III	AUM below JPY 5 million/ with 2 or less products sold	5,751	5,646	(104.8)
(8)		Total active retail customers	12,735	(60.2)	
	Change Past 1 Y  Lifetime Value (LTV)  Under of measure growth about to through Top-line	1 ± 10 v 211 v nn 1	Number of Products Sold	ep. 30, 2016 Indicator to show the	3.97 Products  ne degree of RLCs oup banks as a main account transfers, d remittances, loan as, savings and

## **Supports to SMEs to Develop Overseas Business**

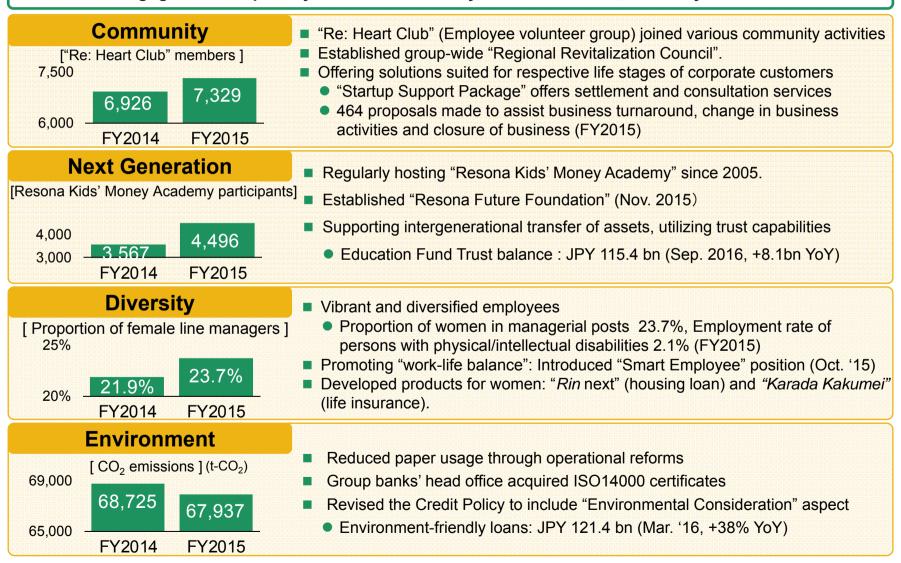
#### Overseas alliance network has expanded to 17 partner banks covering 14 countries and regions

- Overseas alliance network expanding from Asia to the US in 2016
- Services offered through large number of branches and local expertise



## **CSR**

To raise corporate value through contributing to the creation of a sustainable society, we have identified and are engaged in four priority areas – Community, Next Generation, Diversity and Environment



# **Advanced Corporate Governance**

- The first Japanese bank which adopted the three committees-based corporate governance model in 2003
- Majority of the board members are independent outside directors who possess wide range of knowledge and can contribute diverse opinions.
- Fixed percentage of executive officers remuneration is performance-based.

#### **Board of directors of Resona HD**

# 6 outside directors



# Toshio Arima Chairperson, Nominating Committee Member, Compensation Committee Chairperson of the Board, Global Compact Japan Network, (Former President and Representative Director of Fuii Xerox Co., Ltd)



Mitsudo Urano
Chairperson, Compensation Committee
Senior Advisor of Nichirei Corporation
(Former Representative Director and
Chairperson of Nichirei Corporation)



Yoko Sanuki Chairperson, Audit Committee Attorney-at-law (Representative of NS Law Office)



Emi Osono Member, Nominating Committee Professor of Hitotsubashi University Graduate School of International Corporate Strategy



Tadamitsu Matsui
Member, Nominating Committee
Member, Compensation Committee
Representative Director and President of
MATSUI Office Corporation,
(Former Representative Director and
Chairperson of Ryohin Keikaku Co.,Ltd.)



Hidehiko Sato
Member, Audit Committee
Attorney-at-law (Hibiki Law Office)
(Former National Police Agency
Commissioner)



**Kazuhiro Higashi** Director, President and Representative Executive Officer



Yuji Furukawa
Director and
Representative
Executive Officer
Human Resources Division,
Corporate Governance
Division



Tetsuya Kan
Director and
Representative
Executive Officer
Group Strategy Division,
Purchasing Strategy
Division



Kaoru Isono Member, Audit Committee

#### **Performance-based remuneration**

Remuneration of President and Representative Executive Officer

Performance-based variable portion 50%

fixed portion 50%

Cash
25%

annual incentive

Share-based
25%
medium-to long-term incentive

#### **Succession Plan**

4 internal directors

- Introduced in 2007 to ensure smooth succession of top management's roles and responsibilities
- Attained high transparency by hiring a third-party consulting firm
- Raised the level of nominees for the executives.

#### Glass-walled executive room



# List of Preferred Shares and Subordinated Bonds (Sep. 30, 2016)

#### **Preferred Shares**

			Class 5 Preferred Shares	Class 6 Preferred Shares
Original issu	ue date	(1)	8/28/2007	12/8/2009
<b>Current nun</b>	nber of shares	(2)	4,000,000 shares	3,000,000 shares
Issue price per share (3)		JPY 25,000	JPY 25,000	
Total issue a	amount remaining at present	(4)	JPY 100.0 Billion	JPY 75.0 Billion
Original tota	l issue amount	(5)	JPY 100.0 Billion	JPY 75.0 Billion
Shareholde	r	(6)	Dai-ichi Life	Nippon Life Meiji Yasuda Life Daido Life
Preferred	Dividend per share (Annual)	(7)	JPY 918.75	JPY 1,237.50
dividend	Total amount of dividend (Annual)	(8)	JPY 3,675 Million	JPY 3,712 Million
aividella	Yield (Annual)	(9)	3.675%	4.950%
Acquisition (	Acquisition clause		Mandatory exchange not applicable  Acquisition clause exercisable under certain conditions at the issuer's option after seven years after issue date	Mandatory exchange not applicable  Acquisition clause exercisable under certain conditions at the issuer's option after seven years after issue date

#### **Subordinated Bonds**

Issuer	Amount outstanding	Issue date	Maturity	First call date*1	Dividend rate <sup>*2</sup>	
Resona Bank	JPY50.0 bn	July 17, 2009	June 20, 2019		2.766%	
Resona Bank	JPY50.0 bn	March 4, 2010	March 4, 2020		2.084%	
Resona Bank	JPY40.0 bn	September 28, 2010	September 28, 2020		1.606%	
Resona Bank	JPY25.0 bn	June 1, 2011	June 1, 2021		1.878%	
Resona Bank	JPY20.0 bn	December 22, 2011	December 22, 2026		2.442%	
Resona Bank	JPY66.0 bn	February 22, 2012	April 21, 2022	April 21, 2017	1.47%	
Resona Bank	JPY35.0 bn	March 14, 2012	March 15, 2022		1.78%	
Resona Bank	JPY16.0 bn	March 14, 2012	March 15, 2027		2.464%	
Resona Bank	JPY20.0 bn	June 21, 2012	June 21, 2022	June 21, 2017	1.32%	
Saitama Resona Bank	JPY50.0 bn	October 19, 2011	October 19, 2021	October 19, 2016	1.45%	
Saitama Resona Bank	JPY25.0 bn	July 27, 2012	July 27, 2022	July 27, 2017	1.24%	

<sup>\*1.</sup> Subject to an approval of regulatory authority \*2. Floating rate is applicable after the 1st call date.

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

#### Major items of financial regulation being discussed internationally

#### ■ For many items, international rules will be finalized hereafter and local authorities will start working on domestic rules.

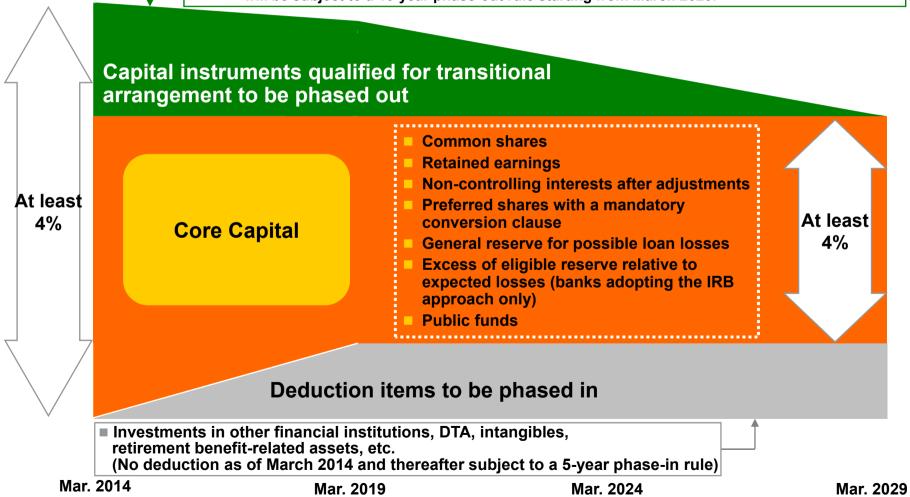
Major regulatory items	Outline	Important updates						
Review of Standardized Approach (SA) (Credit and operational risks) Review of IRB approach, Capital floor based on SA	Reviewing credit risk measurement method to better reflect risks and ensure higher comparability Reviewing operational risk measurement method to reflect actual loss data New capital floor rule requiring a reference to the SA.	<ul> <li>Discussion under way to finalize the international rule by the end of December 2016.</li> <li>Possible impacts could be significant depending on the final forms.</li> <li>Details including the level of floor and actual implementation schedule will be determined hereafter.</li> </ul>						
Liquidity regulations (LCR/NSFR)	[LCR] Requiring banks to hold high-quality liquid assets to prepare for significant outflow of funds under a severe stress. [NSFR] Requiring banks to hold certain capital and liabilities for the risk of having illiquid assets	LCR requirement already started in 2015. (Applicable to banks subject to the International Std.) Japanese authority is now working on a local NSFR rule.						
Leverage ratio	Introduced to complement capital adequacy ratio requirements. Tier 1 capital as a numerator. Exposure amount, not RWA, to be a denominator.	<ul> <li>Disclosure requirement already started in 2015         (Applicable to banks subject to the International Std.)</li> <li>Japanese authority is now working on a minimum ratio requirement with an aim to introduce it in 2018</li> </ul>						
IRRBB (interest rate risk in the banking book)	Requiring banks to control interest rate risk within 15% of their Tier 1 capital	Pillar 2 regulation. International rule already agreed on changes in how to measure, manage and disclose the interest rate risk. The Japanese authority is now working on setting up a local rule.						
Derivatives-related (Margin deposit, SA-CCR, CVA, etc.)	Requiring banks to pay/receive margin deposits for OTC derivatives not to be cleared by CCP. Including review of method to calculate derivatives exposure and CVA	<ul> <li>Resona is subject to the variable margin requirements from March 2017. Initial margin requirements are supposed to be introduced in September 2020.</li> <li>Japanese authority is now working on local SA-CCR (Standardized Approach) and CVA rules.</li> </ul>						
Various capital buffers  G-SIBs/D-SIBs, TLAC  Capital buffer requirements include capital conservation buffer, counter-cyclical buffer and SIBs' buffer. TLAC requires banks to hold additional capacity to absorb loss.		Capital buffers were already introduced in March 2016 with a phase-in period given (Applicable to G-SIBs/D-SIBs, banks subject to the International Std.)      TLAC to be officially introduced in 2019 (applicable to G-SIBs)						

#### Our responses and preparedness

- Secured sufficient capital needed to sustain our business model at this point in time
- Even when regulations are tightened further, we establish a system with which we can control both numerator and denominator in a timely manner taking into account the comprehensive impacts of numerous regulations so that we can fulfill our mission of continuing to extend credits to our customers.

# Outline of Eligible Capital under the Japanese Domestic Std.

- Subordinated debts, preferred securities and non-convertible preferred shares\*1
  - Subordinated debts and preferred securities issued under the Basel 2 can be fully included in Core Capital as of the end of March 2014. These grandfathering items are subject to a 10-year phase-out rule starting from March 2015.
  - Non-convertible preferred shares<sup>\*1</sup> can be fully included in Core Capital until March 2019 and will be subject to a 10-year phase-out rule starting from March 2020.

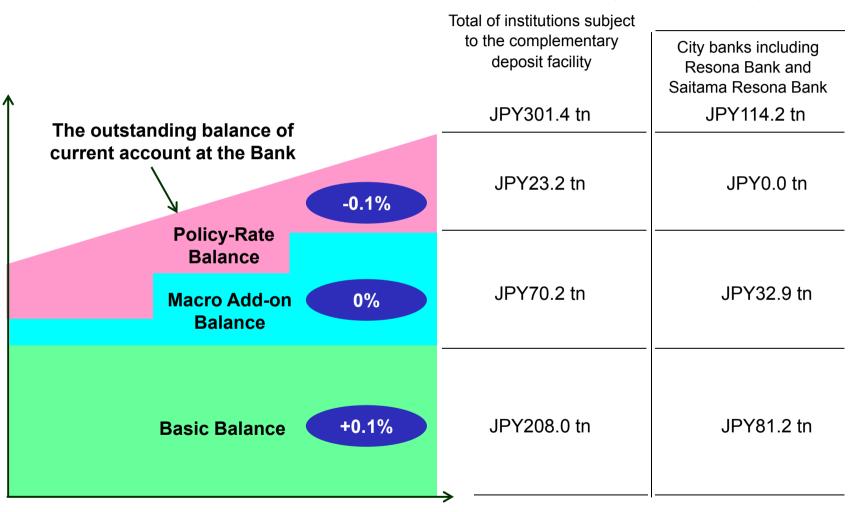


Mail 2020

Resona Holdings, Inc.

## **BOJ Current Account Balances**

# Monthly average balance of BOJ current account (16 September-15 October)



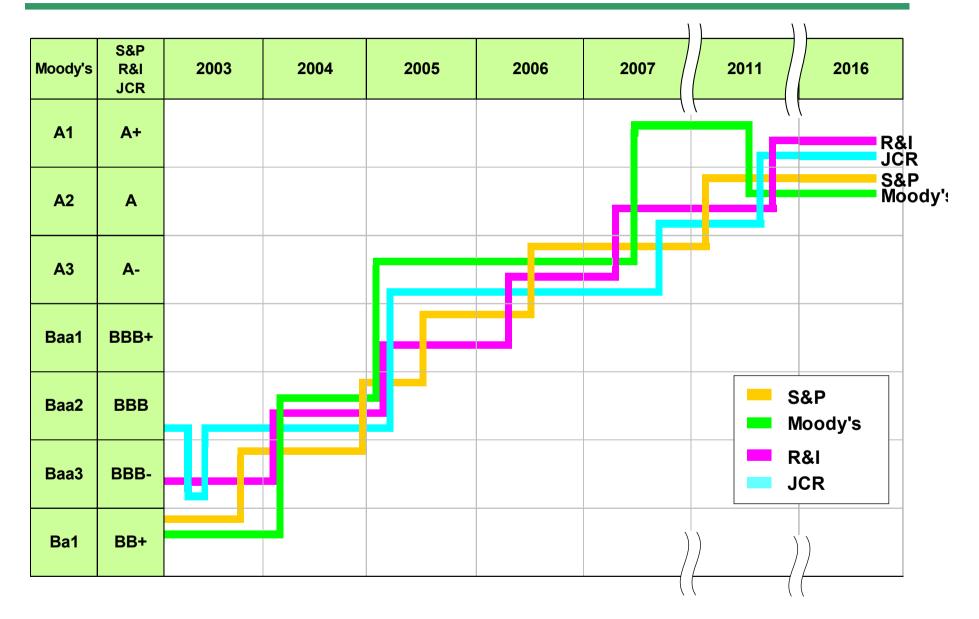
# **Long Term Business Results**

		(JPY bn)	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	1H FY2016
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	632.4	619.5	298.0
		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	425.9	401.3	188.2
	ited	Fee incomes*1	149.9	152.6	156.2	181.1	197.4	188.4	153.2	145.1	146.8	143.1	150.6	158.7	169.2	168.7	84.5
	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)	(357.7)	(347.5)	(181.0)
	Con	Net gains/(losses) on stocks	(300.6)	57.6	91.0	58.5	72.7	(43.8)	(42.2)	0.6	(0.8)	2.3	(7.5)	22.6	44.5	(6.5)	11.0
		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	22.3	(25.8)	10.5
		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	211.4	183.8	96.9
	skı	Term end loan balance Loans to SMEs and	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	27,755.5	27,932.1	27,999.8
BS	group banks	individuals	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	23,454.9	23,645.8	23,847.3
	Total of grou	Housing loans*2	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	13,125.0	13,188.0	13,301.1
		Residential housing loans	5,959.7	6,733.6	7,475.0	8,078.6	8,462.5	8,569.5	8,593.5	8,857.4	8,973.6	9,095.3	9,441.3	9,705.2	9,905.1	10,015.1	10,149.7
	ĭ	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%	1.51%	1.51%	1.42%
	dated	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	330.9	351.8	349.3
	Consoli	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	573.6	460.6	438.3
		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	1,585.9	1,211.3	371.8
	S)	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	1,185.2	1,225.1	831.9	243.6
Business*4	of group banks	Insurance	500.5	55.7	118.2	204.2	228.4	197.0	194.1	226.1	211.9	288.3	317.8	273.2	360.7	379.3	128.2
	f grou	Housing loan*2		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	1,352.9	1.292.7	778.9
	Total o	Residential housing loans	_	1,700.0	1,002.0	1,000.4	1,274.3	1,063.7	894.0	1,147.7	1,098.6	1,048.6	1,225.5	1,162.3	1,042.2	1,011.7	638.7
	I	Real estate business*3	6.0	8.5	9.3	12.0	15.0	14.5	7.2	6.3	6.6	7.7	7.8	8.3	11.2	13.3	6.6
		Treat estate business	0.0	0.0	5.5	12.0	10.0	17.0	1.2	0.0	0.0	1.1	7.0	0.0	11.2	10.0	0.0
	Re	maining 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	128.0	-	-

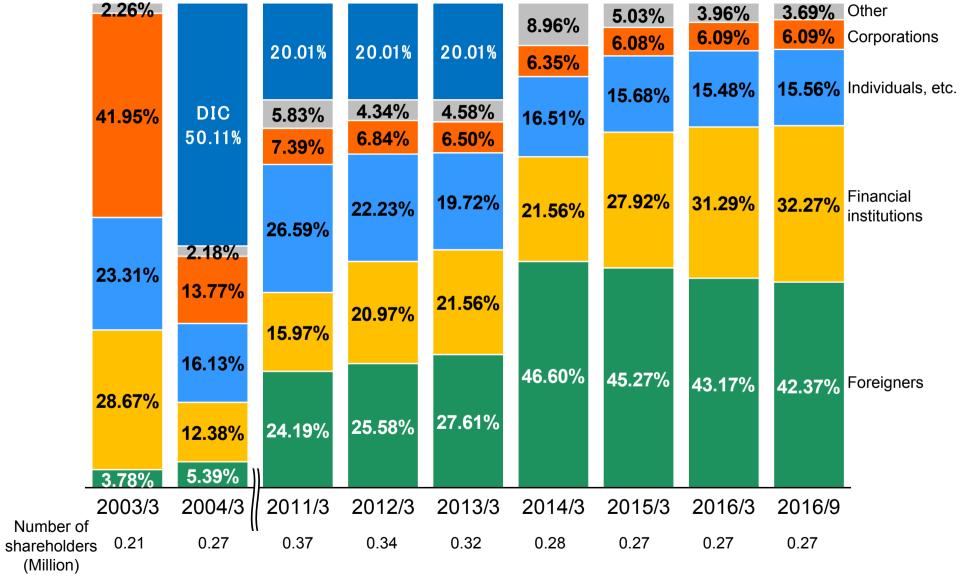
<sup>\*1.</sup> Fees and commissions income plus trust fees \*3. Excluding gains/(losses) from investments in real estate

<sup>\*2.</sup> Includes apartment loans (Origination Includes Flat35) \*4. Data compiled for management and administration purposes

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

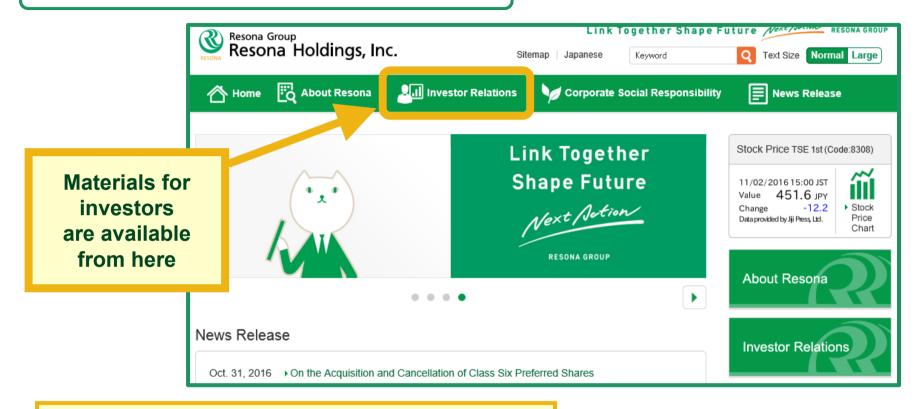


# **Composition of Resona HD's Common Shareholders**



#### **Our Website Information**

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





Official You Tube (in Japanese language)

http://www.youtube.com/user/ResonaGroup



Official Facebook account (in Japanese language) http://www.facebook.com/resonagr/



Official Twitter account (in Japanese language) http://twitter.com/resona\_pr

# **Proactively Communicating with Our Shareholders and Investors**

#### **Publication of Integrated Report 2016 of Resona Group**

http://www.resona-gr.co.jp/holdings/english/investors/financial/integrated/index.html

Integrated Report explains in a simple manner to all stakeholders the Resona Group's strengths and measures undertaken to create sustainable corporate value.



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

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

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

