

Business Results for the 1Q of FY2020 and Medium-term Management Plan



Resona Holdings

September 2020

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

[HD] Resona Holdings, [RB] Resona Bank, [SR] Saitama Resona Bank,
[KMFG] Kansai Mirai Financial Group, [KMB] Kansai Mirai Bank*, [MB] Minato Bank
* [KU] Kansai Urban Banking Corporation and [KO] Kinki Osaka Bank merged on April 1, 2019
[RAM] Resona Asset Management, [RCD] Resona Card, [RKS] Resona Kessai Service, [RVC] Resona Capital

Figures include data for internal administration purpose.

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

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

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

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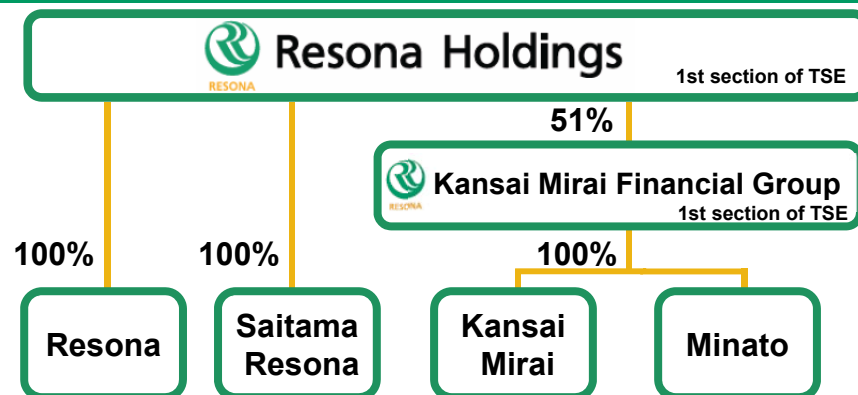
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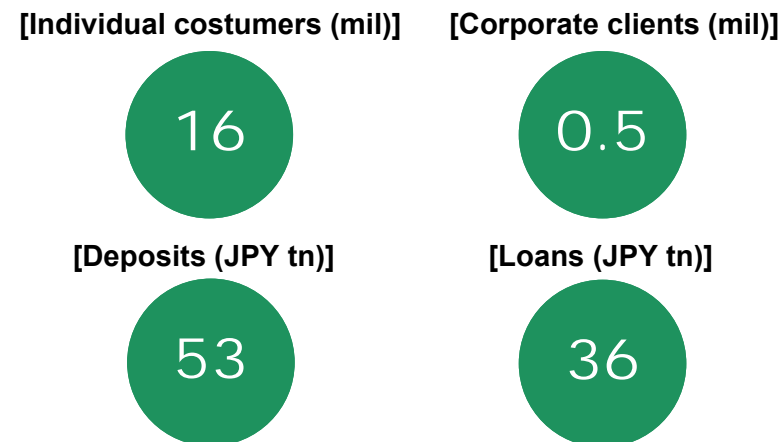
Resona Group at a Glance

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

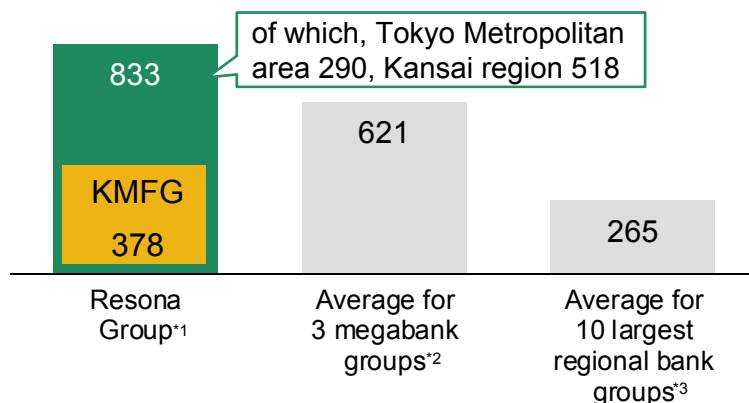
Corporate Structure



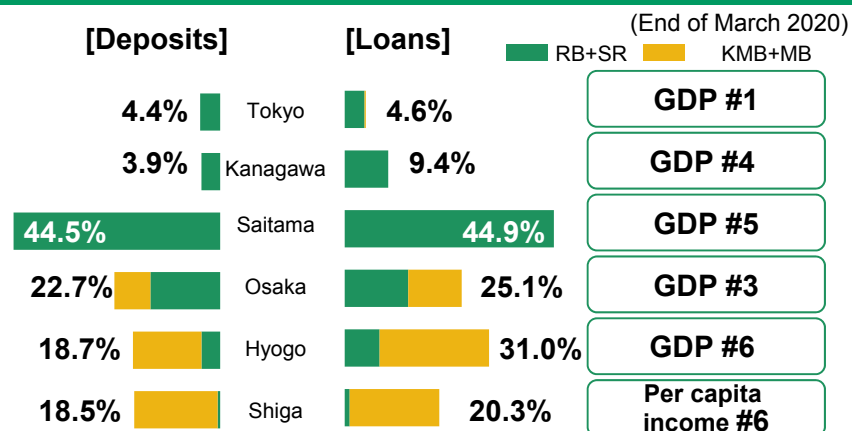
Customer Base and Business Scale



Number of Manned Branch Office



Market Share^{*4}

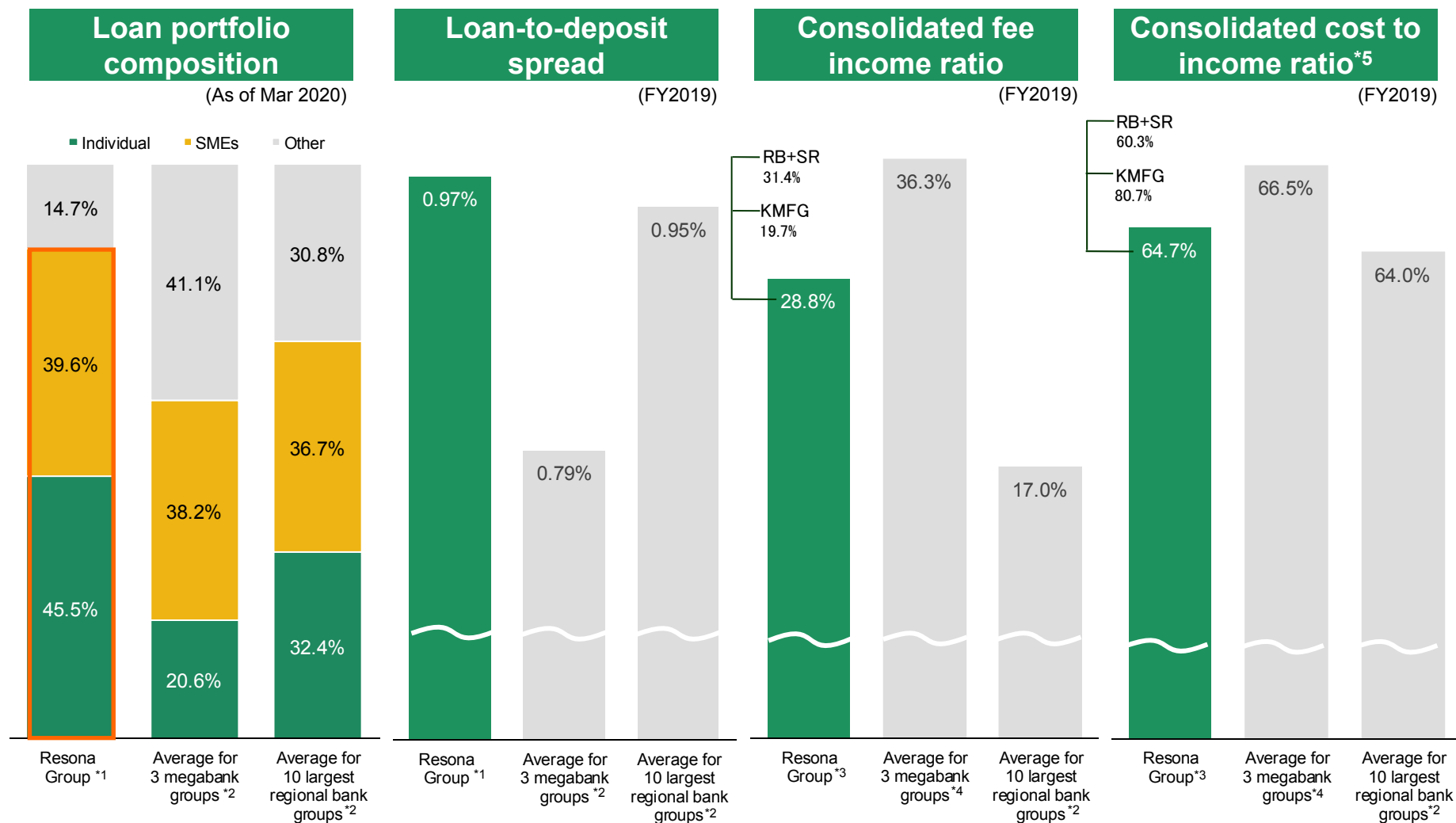


^{*1} As of Mar.31 2020 ^{*2} Megabank groups: MUFG BK+ MUTB, Mizuho BK+ Mizuho Trust, SMBC + SMBCTB, FY'19 Financial Statements

^{*3} 10 largest regional bank groups by consolidated assets (Fukuoka FG, Concordia FG, Meibuki FG, Chiba, Hokuoku FG, Shizuoka, Kyushu FG, Nishi-Nippon FHD, Yamaguchi FG, Hachijuni), FY'19 Financial Statements

^{*4} Total of group banks, market share based on deposits, and loans and bills discounted by prefecture (domestically licensed banks from BOJ)

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



*1. Total of group banks

*2. Megabank groups: MUFG BK + MUTB, Mizuho BK + Mizuho Trust, SMBC+ SMBCTB, 10 largest regional bank groups: 10 largest regional bank groups by consolidated assets (Fukuoka FG, Concordia FG, Mebuki FG, Chiba, Hokuho FG, Shizuoka, Kyushu FG, Nishi-Nippon FHD, Yamaguchi FG, Hachijuni)

*3. Resona Group: HD consolidated *4. MUFG, SMFG, Mizuho FG

*5. Consolidated cost to income ratio = operating expenses / gross operating profit

Outline of Business Results for the 1Q of FY2020 and Updates on Major Businesses

Medium-term Management Plan

Direction of Capital Management

ESG Initiatives

Reference Material

Outline of Financial Results for the 1Q of FY2020

■ Net income attributable to owners of parent: JPY21.8 bn

- Down JPY14.8 bn, or 40.5%, YoY
- Progress rate against the full year target*1 : 18.1%

■ Actual net operating profit: JPY51.7 bn

Down JPY3.9 bn, or 7.0%, YoY

● Gross operating profit: JPY154.6 bn

Down JPY4.8 bn, or 3.0%, YoY

- Net interest income from domestic loans and deposits:
Down JPY2.3 bn, YoY

Average loan balance : +3.59%, YoY

Loans rate : down by 6bps, YoY

[Excluding loans to the Japanese government and others]

Average loan balance : +2.07%, YoY

Loans rate : down by 5bps, YoY

Loans balance surpassed expectation mainly due to increasing loans demand from corporate customers.

Loans rate, excluding loans to the Japanese government and others, was almost in line with the plan.

- Fee income : Down JPY3.9 bn, YoY

Fee income ratio : 28.3%

Fee businesses started slow mainly due to the constraint on face-to-face business activities amid the COVID-19 related crisis.

- Net gains on bonds (including futures) : Up JPY4.2 bn, YoY

Increased by building-up trading profits in a timely manner.

● Operating expenses: JPY103.0 bn, improved by JPY0.8 bn, YoY

Both personnel and non-personnel expenses decreased.

■ Credit related expenses: JPY15.9 bn (cost)

Increased by JPY13.3 bn, YoY

Provisioned loan loss reserves from a preemptive standpoint amid an uncertain environment due to the COVID-19 pandemic.

HD consolidated (JPY bn)	FY2020 1Q (a)	YoY change		Progress rate vs. Target*1 (d)
		(b)	% (c)	
Net income attributable to owners of parent (1)	21.8	(14.8)	(40.5)%	18.1%
EPS (yen) (2)	9.49	(6.40)	(40.2)%	
BPS (yen) (3)	941.54	+39.97	+4.4%	
Gross operating profit (4)	154.6	(4.8)	(3.0)%	
Net interest income (5)	100.0	(3.1)		
Nil from loans and deposits*2 (6)	84.0	(2.3)		
Fee income (7)	43.9	(3.9)		
Fee income ratio (8)	28.3%	(1.6)%		
Trust fees (9)	4.4	(0.0)		
Fees and commission income (10)	39.4	(3.8)		
Other operating income (11)	10.7	+2.3		
Net gains on bonds (including futures) (12)	7.8	+4.2		
Operating expenses (excluding group banks' non-recurring items) (13)	(103.0)	+0.8	+0.8%	
Cost income ratio (OHR) (14)	66.6%	+1.4%		
Actual net operating profit (15)	51.7	(3.9)	(7.0)%	
Net gains on stocks (including equity derivatives) (16)	(0.9)	(3.0)		
Credit related expenses, net (17)	(15.9)	(13.3)		
Other gains, net (18)	(2.7)	+1.1		
Net income before income taxes and non-controlling interests (19)	32.0	(19.2)	(37.5)%	
Income taxes and other (20)	(8.9)	+4.5		
Net income attributable to non-controlling interests (21)	(1.3)	(0.1)		

*1. Full year target of FY2020: JPY120.0 bn

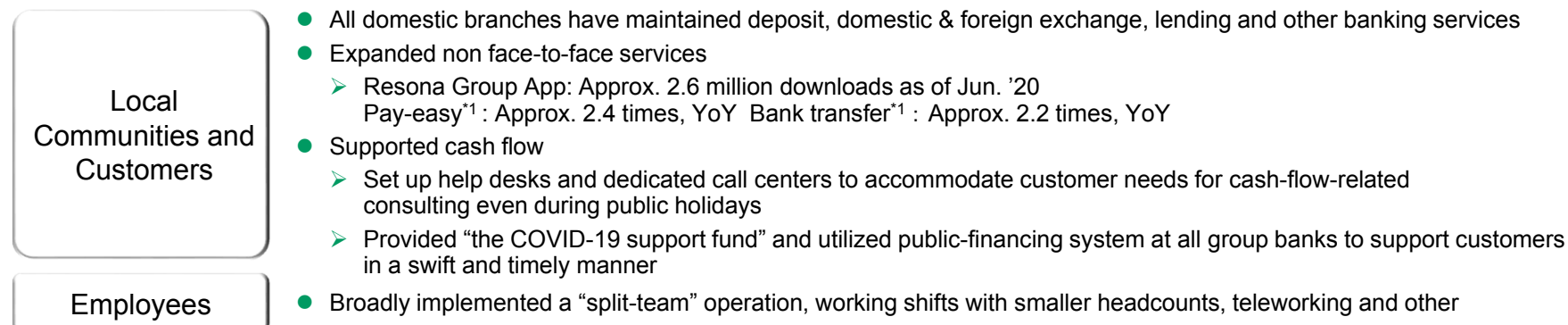
*2. Total of non-consolidated domestic banking accounts of group banks, deposits include NCDs

*3. Negative figures represent items that would reduce net income

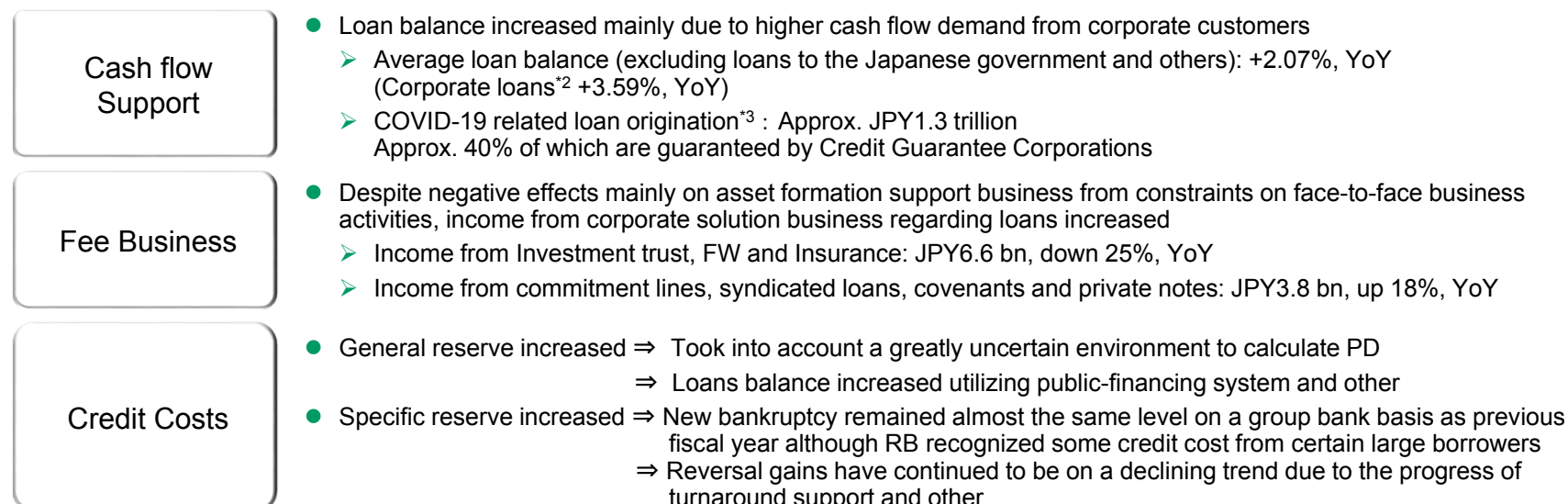
Response to the COVID-19 Pandemic

How we response to the COVID-19 pandemic and what it impacts on our business activities

■ Maintaining smooth, locally-rooted banking operations



■ 1Q of FY'20: Loan balance surpassed expectation while fee businesses started slow mainly due to the constraint on face-to-face business activities Provisioned loan loss reserves from a preemptive standpoint amid an uncertain environment



*1. Transaction number through Resona Group App as of 1Q of FY'20 (RB・SR・KMB)

*3. Total of group banks from March 10 to July 3, 2020 based on the report from each bank

*2. Excluding loans to HD

Breakdown of Financial Results

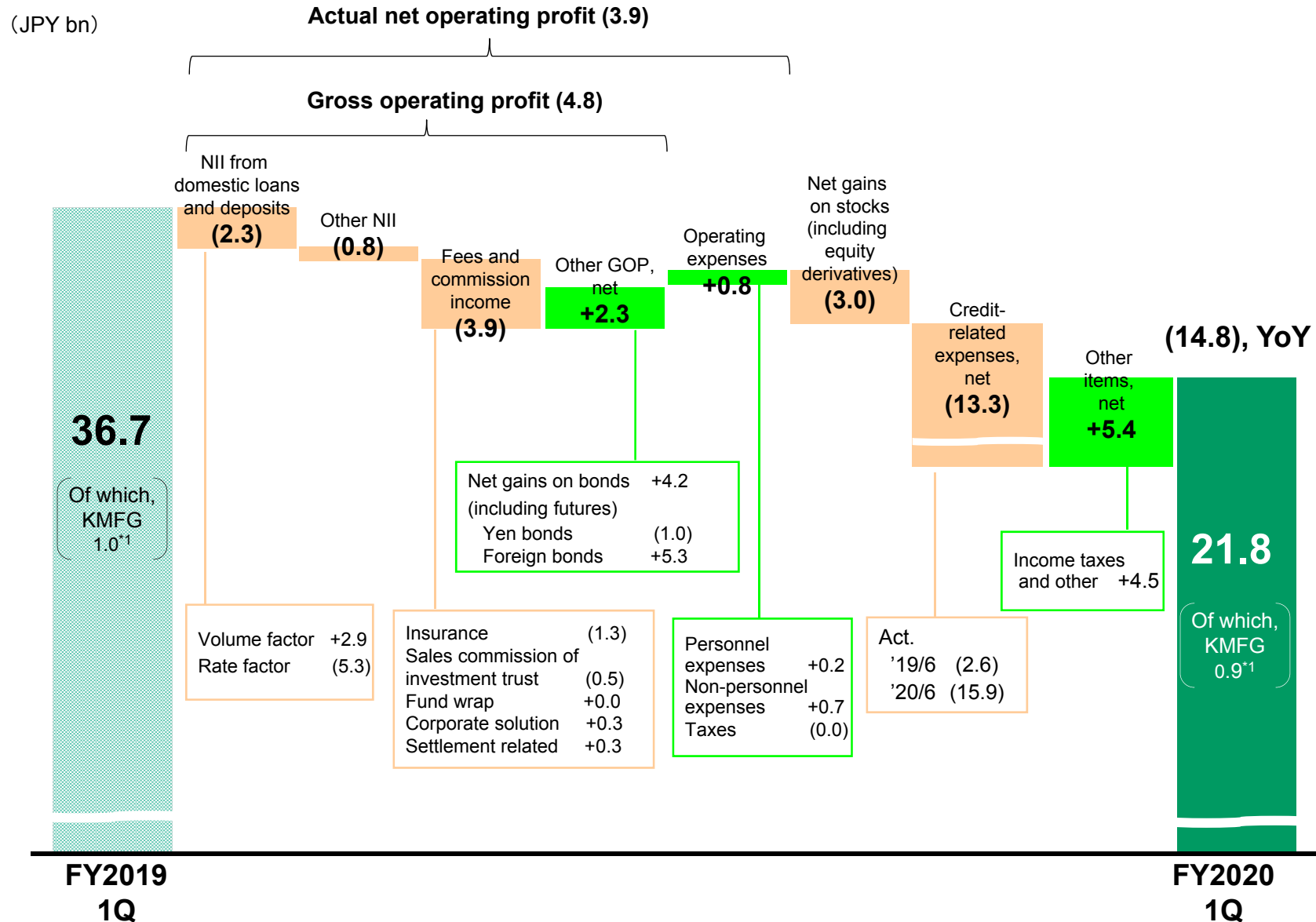
(JPY bn)	Resona Holdings (Consolidated)		Total of group banks		Resona Bank	Saitama Resona Bank	Total of group banks under KMFG	Difference (a)-(c)
	(a)	YoY (b)	(c)	YoY (d)	(e)	(f)	(g)	
Gross operating profit (1)	154.6	(4.8)	141.0	(4.8)	81.3	28.6	31.0	13.6
Net interest income (2)	100.0	(3.1)	98.3	(3.3)	51.3	20.5	26.4	1.7
Nil from domestic loans and deposits (3)			84.0	(2.3)	42.7	17.4	23.8	
Gains/(losses) on cancellation of investment trusts (4)	1.7	+1.2	1.2	+0.7	(0.4)	0.7	0.9	0.4
Fee income (5)	43.9	(3.9)	32.4	(3.6)	21.5	7.1	3.7	11.4
Fee income ratio (6)	28.3%	(1.6)%	22.9%	(1.7)%	26.5%	24.9%	11.9%	
Trust fees (7)	4.4	(0.0)	4.4	(0.0)	4.4			(0.0)
Fees and commission income (8)	39.4	(3.8)	27.9	(3.6)	17.0	7.1	3.7	11.4
Other operating income (9)	10.7	+2.3	10.2	+2.1	8.3	0.9	0.9	0.4
Net gains on bonds (including futures) (10)	7.8	+4.2	7.7	+4.0	6.6	0.6	0.4	0.0
Operating expenses (excluding group banks' non-recurring items) (11)	(103.0)	+0.8	*1 (96.9)	+1.1	(51.5)	(18.6)	*1 (26.7)	(6.1)
Cost income ratio (OHR) (12)	66.6%	+1.4%	68.7%	+1.4%	63.4%	65.1%	85.8%	
Actual net operating profit (13)	51.7	(3.9)	44.0	(3.6)	29.7	9.9	4.3	7.6
Core net operating profit *2 (excluding gains/(losses) on cancellation of investment trusts) (14)			35.9	(4.8)	24.2	8.5	3.0	
Net gains on stocks (including equity derivatives) (15)	(0.9)	(3.0)	0.7	(1.3)	(1.8)	1.2	1.3	(1.6)
Credit related expenses, net (16)	(15.9)	(13.3)	(14.3)	(13.2)	(11.3)	(0.7)	(2.2)	(1.6)
Other gains/(losses), net (17)	(2.7)	+1.1	(2.4)	+1.7	(1.7)	(0.8)	0.1	(0.3)
Net income before income taxes (18)	32.0	(19.2)	28.0	(16.5)	14.8	9.5	3.6	4.0
Income taxes and other (19)	(8.9)	+4.5	(7.5)	+4.1	(3.8)	(2.7)	(0.9)	
Net income attributable to non-controlling interests (20)	(1.3)	(0.1)						
Net income (attributable to owners of parent) (21)	21.8	(14.8)	20.4	(12.3)	10.9	6.7	2.6	

*1. Exclude goodwill amortization by KMB, JPY(0.1) bn, related to acquisition of former Biwako Bank

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

Factors for the Changes in Net Income Attributable to Owners of Parent (YoY Comparison)

HD
Consolidated



*1. KMFG consolidated net income x 51.2%

Trend of Loans and Deposits (Domestic Account)

Total of
Group Banks

Average loan / deposit balance, rates and spread

■ 1Q of FY'20 (YoY)

Average loan balance : +3.59%, Loan rate : (6) bps
[Excluding loans to the Japanese government and others]
Average loan balance : +2.07%, Loan rate : (5) bps

[Avg. bal : Trillion Yen Income/Cost : Billion Yen]		1Q		FY2020	
		Act. (a)	YoY *3 (b)	Plan (c)	YoY *3 (d)
Loans	Avg. Bal. (1)	36.57	+3.59%	35.78	+1.12%
	Rate (2)	0.93%	(0.06)%	0.94%	(0.04)%
	Income (3)	85.4	(2.7)	339.2	(10.5)
Corporate Banking Business Unit *1	Avg. Bal. (4)	21.38	+2.39%	20.94	+0.40%
	Rate (5)	0.82%	(0.02)%	0.82%	(0.02)%
Corporate Loan	Avg. Bal. (6)	17.77	+3.59%	17.35	+1.00%
	Rate (7)	0.76%	(0.02)%	0.76%	(0.02)%
Personal Banking Business Unit *2	Avg. Bal. (8)	13.34	+1.84%	13.42	+1.64%
	Rate (9)	1.20%	(0.06)%	1.19%	(0.05)%
Deposits (Including NCDs)	Avg. Bal. (10)	54.55	+5.23%	52.86	+1.41%
	Rate (11)	0.01%	(0.00)%	0.01%	(0.00)%
	Cost (12)	(1.4)	+0.3	(6.4)	+0.7
Loan-to-deposit	Spread (13)	0.92%	(0.06)%	0.93%	(0.03)%
	Net interest income (14)	84.0	(2.3)	332.8	(9.8)

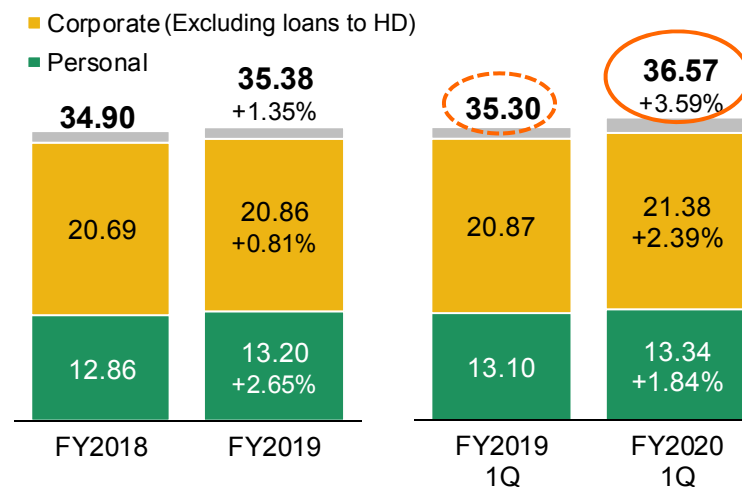
*1. Corporate Banking Business Unit : Corporate loans (excluding loans to HD)
+ apartment loans, Figures are internal administration purpose

*2. Personal Banking Business Unit: Residential housing loans + other consumer loans,
Figures are internal administration purpose

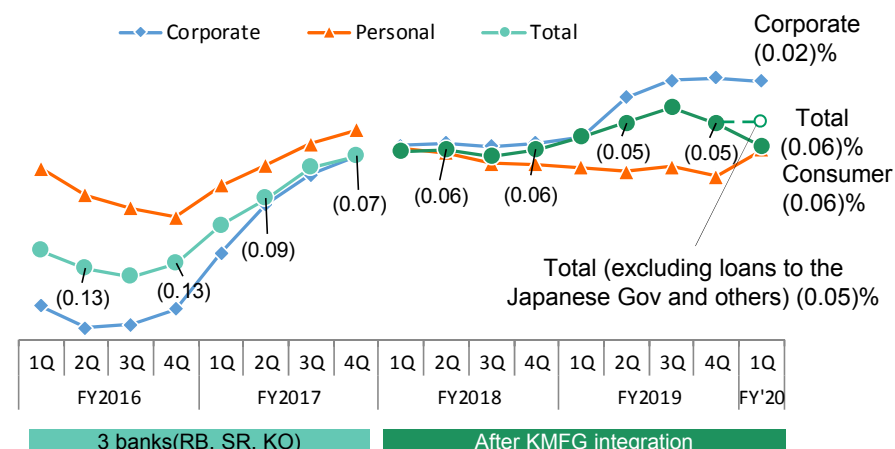
*3. Average balance : rate of change

Trend of average loan balance, loan rate change

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



[Loan rate YoY change (%)]



Term-end Balance of Loans and Deposits

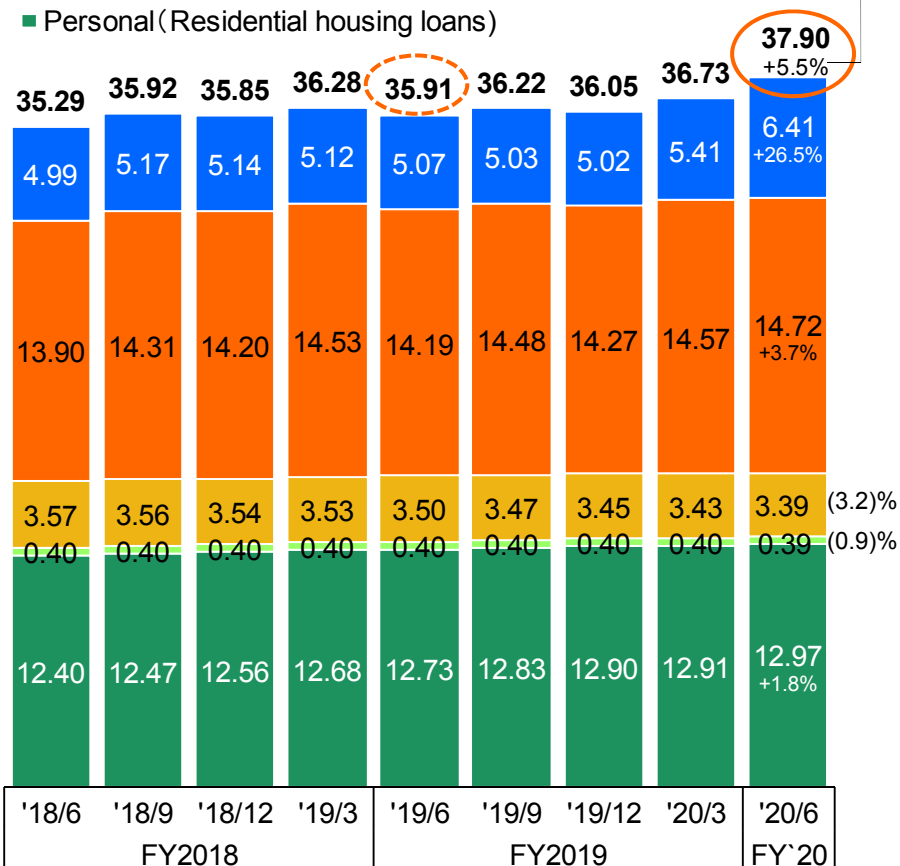
Total of
Group Banks

Term-end loan balance

[JPY tn, % represents YoY change]

- Corporate (Large companies and other)
- Corporate (SMEs)
- Corporate (Apartment loans)
- Personal (Consumer loans)
- Personal (Residential housing loans)

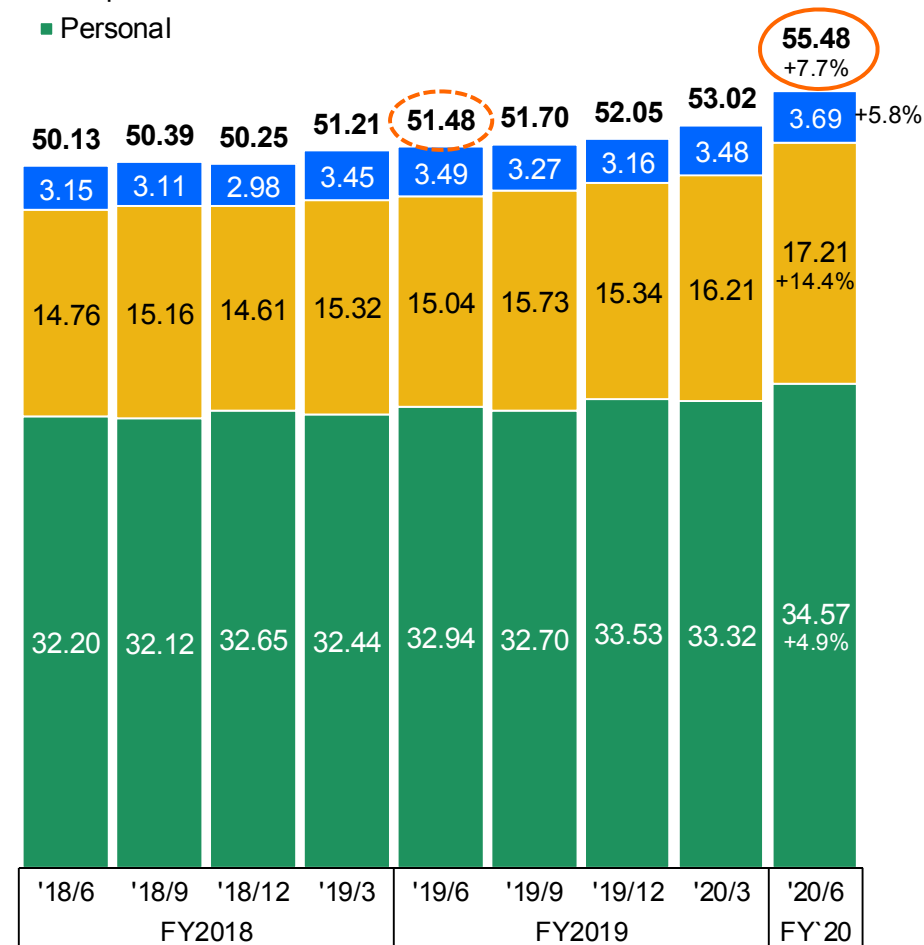
Of which, excluding
loans to the Japanese
Gov and others
[1.03] +2.7%



Term-end deposit balance

[JPY tn, % represents YoY change]

- Other
- Corporate
- Personal



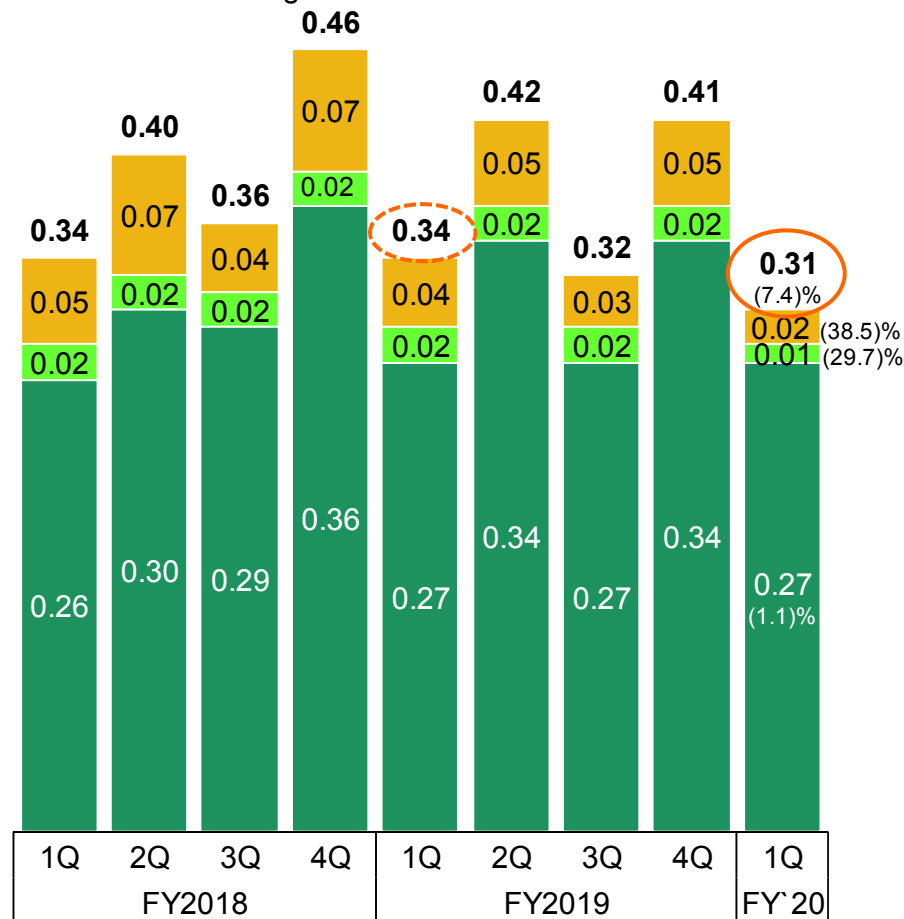
Housing Loan Business

Total of
Group Banks

New housing loan origination

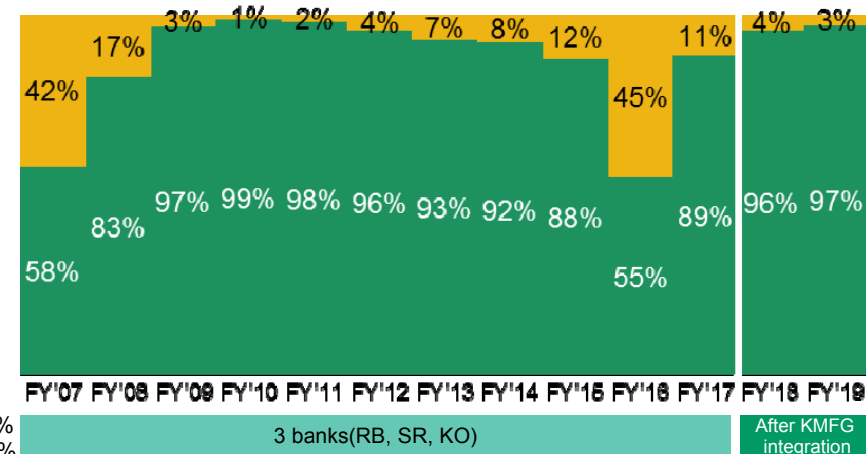
[JPY tn, % represents YoY change]

- Apartment loan
- Flat 35
- Residential housing loan



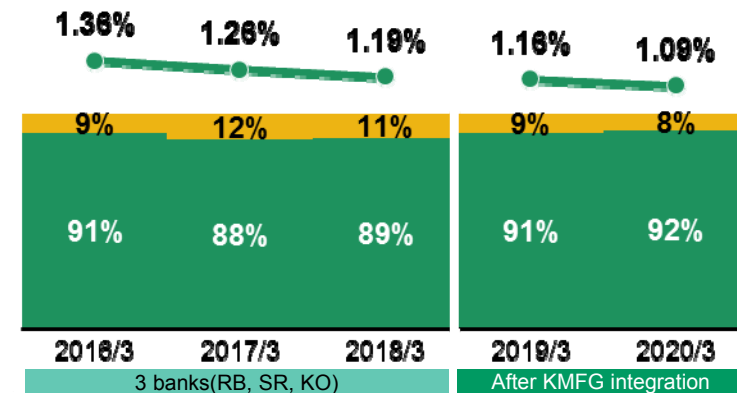
Composition of newly originated residential housing loans by interest rate type

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



Residential housing loans yield on a stock basis and composition by interest rate type

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



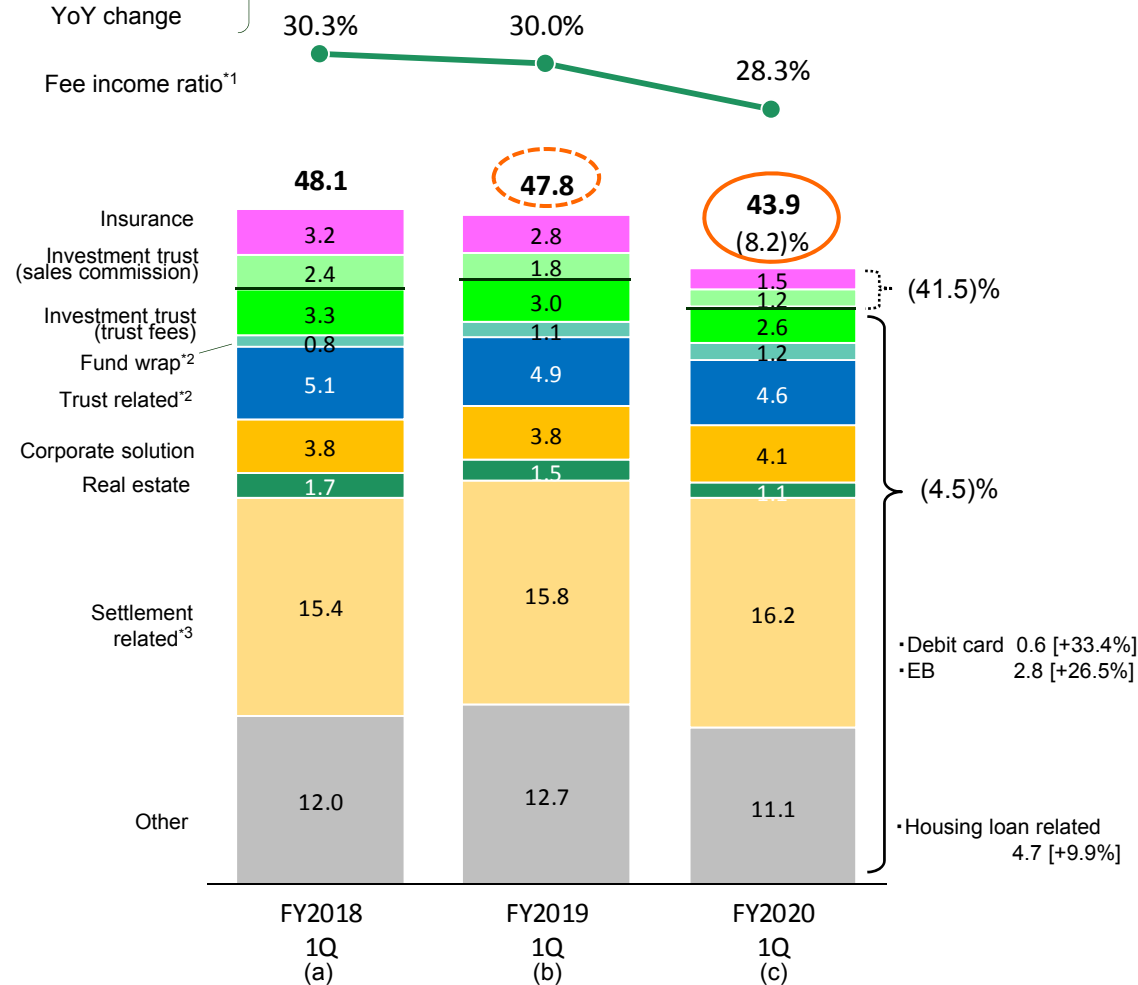
Fee Income

HD
Consolidated

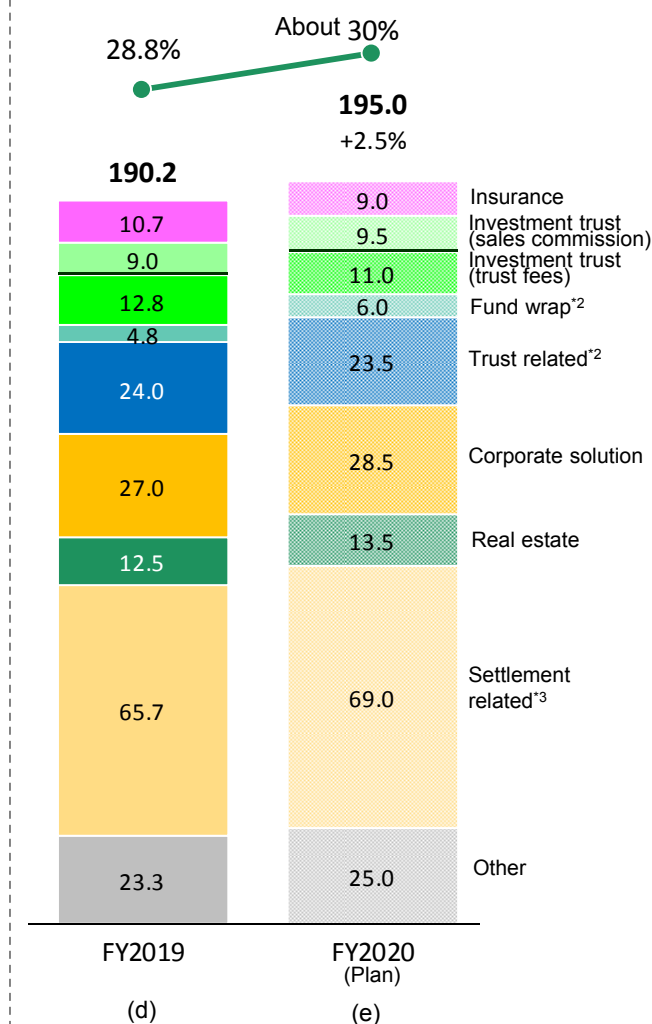
- Consolidated fee income ratio*1 : 28.3%
- While income from insurance and investment trust sales has decreased, fund wrap (+4.8% YoY), corporate solution (+8.4%,YoY) and settlement related (+2.2%, YoY), have increased.

[JPY bn, % represents
YoY change]

Fee income ratio*1



[FY results and plans]



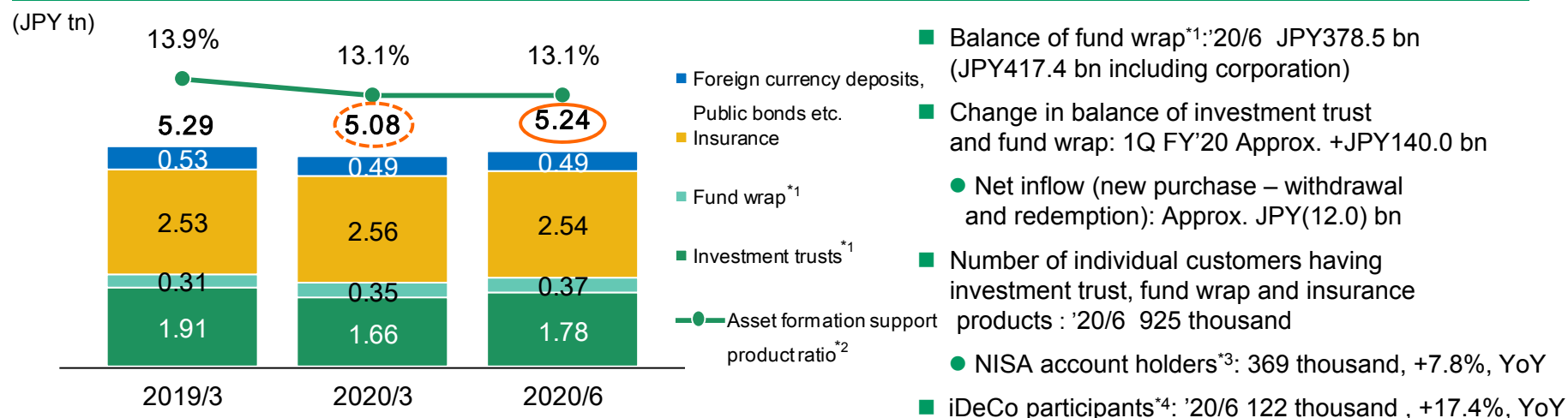
*1. (Fees and commission income + trust fees) / Consolidated gross operating profit *2. Including fee income earned by Resona Asset Management

*3. Fees and commission from domestic exchange, account transfer, EB, debit card and fee income earned by Resona Kessai Service and Resona Card

Major Fee Businesses(1) (Asset Formation Support Business)

HD
Consolidated

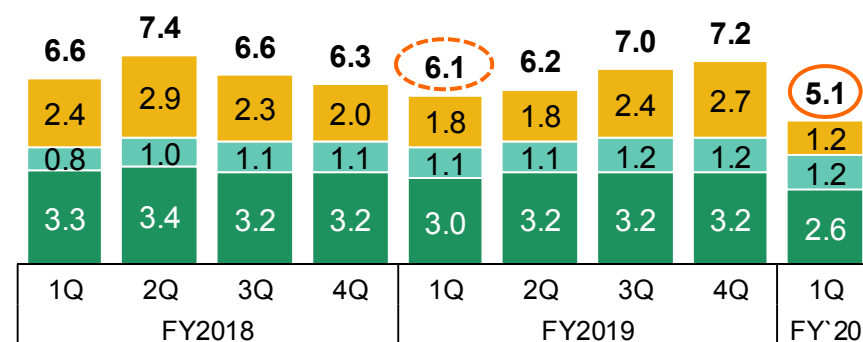
Balance of asset formation support products sold to individuals



Investment trust and fund wrap income

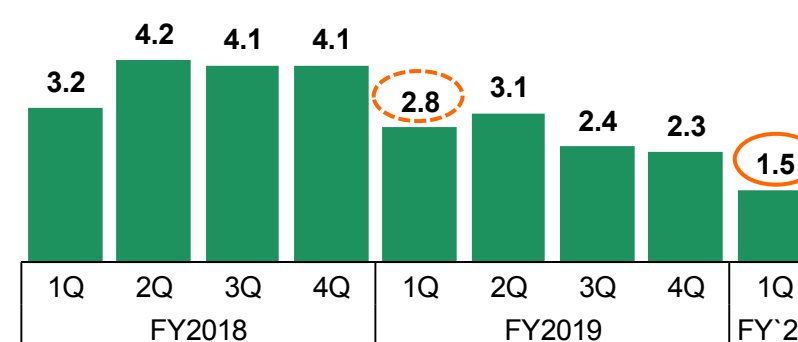
(JPY bn)

■ Sales commission ■ Fund wrap ■ Trust fees



Insurance income

(JPY bn)



*1. Based on market value

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

*3. NISA, Junior NISA, Cumulative NISA

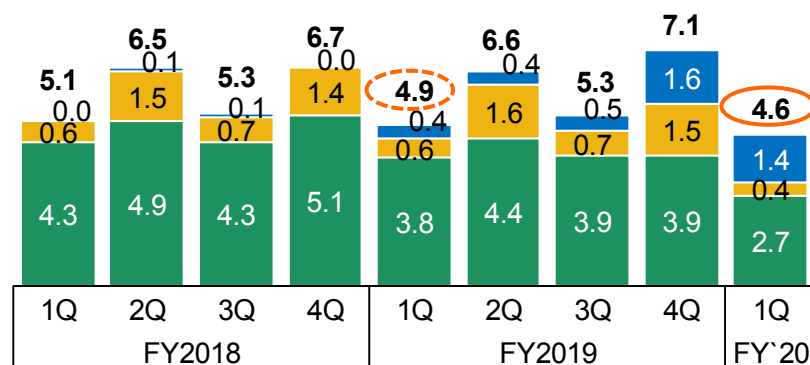
*4. iDeCo participants + members giving investment instructions

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

HD
Consolidated

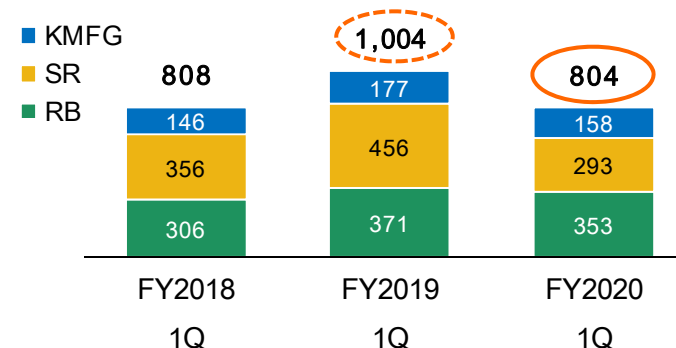
Trust-related business income

(JPY bn) ■ Resona Asset Management
■ Trust solution offered for asset and business succession
■ Pension/Securities trust



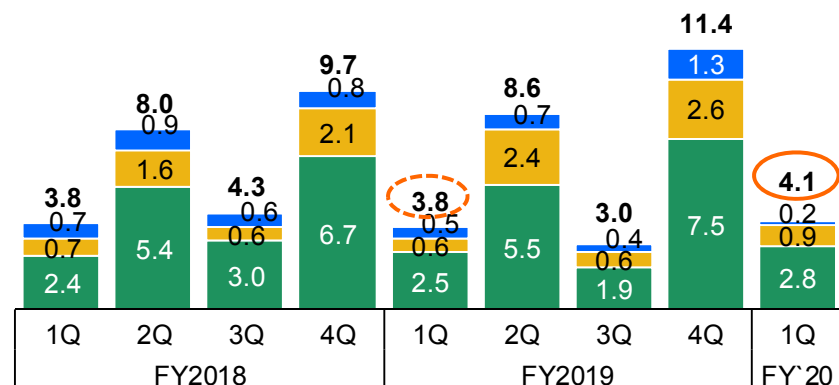
■ Expand business opportunities through providing group banks' customers with trust functions

[Number of new asset succession-related contracts]



Corporate solutions business income

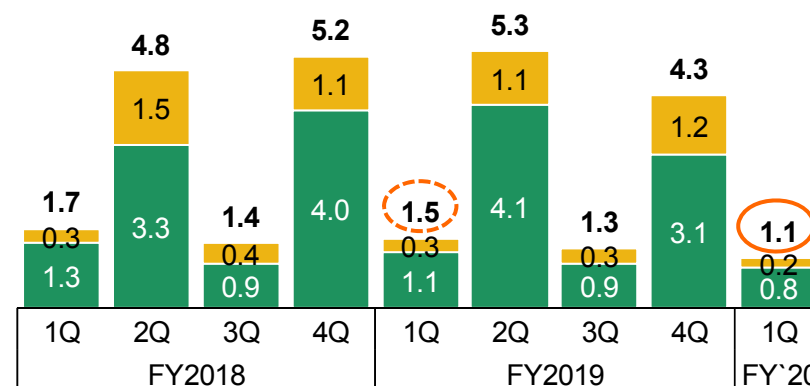
(JPY bn) ■ M&A ■ Private notes ■ Commitment line, Syndicated loans, Covenants



Real estate business income*1

(JPY bn)

■ Corporate ■ Consumer



*1. Excluding gains from investments in real estate funds

Credit Costs and NPL

HD Consolidated
Total of Group Banks

Credit costs

(JPY bn)	FY2018	FY2019		FY2020	
		1Q		1Q	Plan
	(a)	(b)	(c)	(d)	(e)
Net credit cost (HD consolidated) (1)	(1.3)	(2.6)	(22.9)	(15.9)	(50.0)

Net credit cost (Total of group banks) (2)	0.1	(1.1)	(18.8)	(14.3)	(42.0)
General reserve (3)	11.2	5.3	(4.7)	(4.3)	
Specific reserve and other items (4)	(11.0)	(6.5)	(14.0)	(10.0)	
New bankruptcy, downward migration (5)	(31.3)	(10.4)	(27.1)	(11.0)	
Collection/ upward migration (6)	20.2	3.8	13.1	1.0	
Difference (1) - (2) (7)	(1.4)	(1.4)	(4.1)	(1.6)	(8.0)
HL guarantee subsidiaries (8)	3.0	(0.3)	(2.3)	(1.0)	
Resona Card (9)	(2.2)	(0.6)	(2.1)	(0.4)	

<Credit cost ratio>		(bps)			
HD consolidated*1 (10)	(0.3)	(2.8)	(6.2)	(17.0)	(13.4)
Total of group banks*2 (11)	0.0	(1.2)	(5.0)	(15.0)	(11.1)

*(Note) Positive figures represent reversal gains

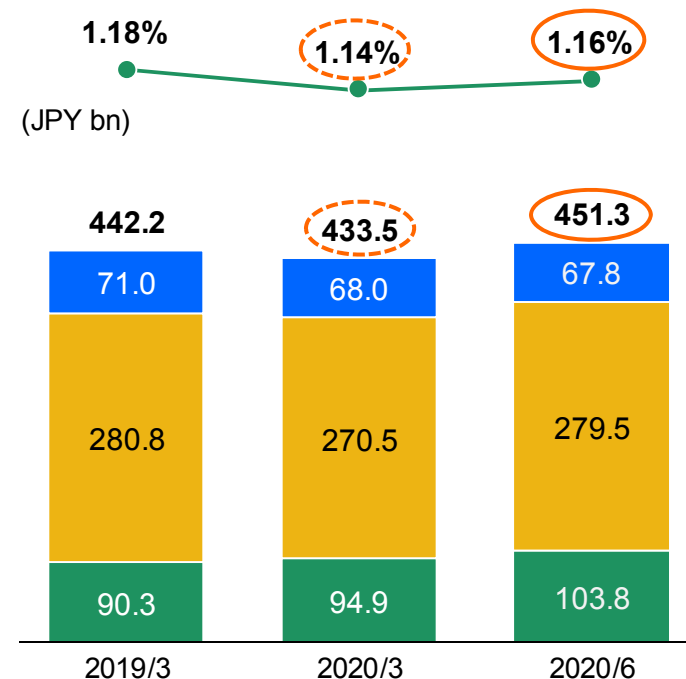
*1. Credit cost / (Loans and bills discounted + acceptances and guarantees)
(Simple average of the balances at the beginning and end of the term)

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

NPL balance and ratio (Total of Group Banks)

(Financial Reconstruction Act criteria)

- Unrecoverable or valueless claims
- Risk claims
- Special attention loans
- NPL ratio



Securities Portfolio

Total of
Group Banks

Securities Portfolio*1

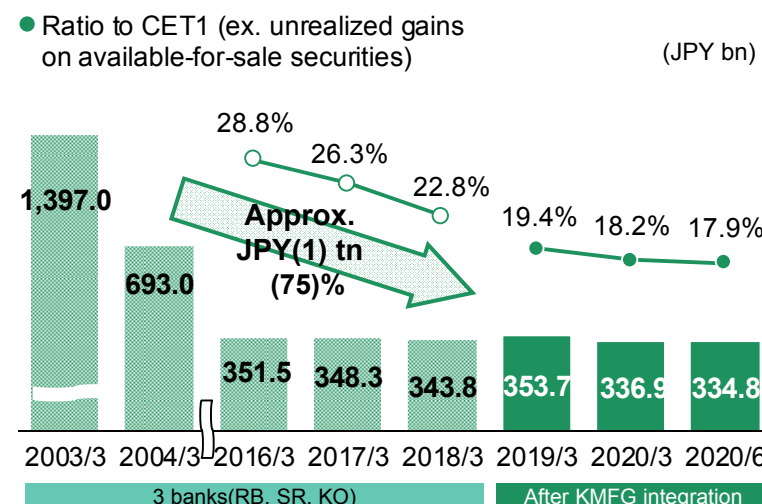
(JPY bn)	2019/3	2020/3	2020/6	Unrealized gains/(losses)
(a)	(b)	(c)	(d)	
Available-for-sale securities (1)	2,566.5	3,055.7	3,213.5	554.5
Stocks (2)	353.8	336.9	334.8	554.2
Bonds (3)	1,188.2	1,722.8	2,046.3	(8.8)
JGBs (4)	46.1	459.6	641.8	(11.8)
Average duration (years) (5)	6.7	14.8	14.3	—
Basis point value (BPV) (6)	(0.03)	(0.68)	(0.91)	—
Local government and corporate bonds (7)	1,142.0	1,263.1	1,404.5	2.9
Other (8)	1,024.5	995.9	832.2	9.1
Foreign bonds (9)	472.3	554.1	337.7	11.9
Average duration (years) (10)	5.3	2.4	4.0	—
Basis point value (BPV) (11)	(0.18)	(0.00)	(0.09)	—
Investment trusts (Domestic) (12)	540.6	435.0	490.5	(4.4)
Net unrealized gain (13)	598.3	420.7	554.5	
Bonds held to maturity (14)	2,127.4	1,968.4	2,100.1	21.5
JGBs (15)	1,539.5	1,144.2	1,269.0	15.0
Net unrealized gain (16)	47.1	28.1	21.5	

- Unrealized gains/(losses) in 3 assets (4)+(9)+(12)
'19/3 +JPY2.4 bn ⇒ '20/3 JPY(6.9) bn ⇒ '20/6 JPY(4.3) bn
- CLO: Zero

Status of policy-oriented stocks held

- Balance of listed stocks disposed in 1Q of FY2020 (acquisition cost basis): JPY2.0 bn,
Net gain on sale: JPY2.8 bn (HD consolidated: JPY1.2 bn)
Breakeven Nikkei average: Approx. 6,800 yen
- Policy for holding policy-oriented stocks
 - After the injection of public funds, Resona Group reduced the balance of stockholdings in order to minimize the price fluctuation risk.
 - Resona Group 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.
 - Plan to reduce JPY30.0 bn level in 3 years from Mar. '20
 - Aim to reduce the balance to 15% level of the CET1 capital*2

【Stock holdings】



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

*2. Excluding unrealized gains on available for sale securities

Capital Adequacy Ratio

HD
Consolidated

- CAR (Domestic std.) and CET1 ratio (International std.) as of Jun. 30, 2020 were 11.21% and 12.79%, respectively, maintaining sound capital adequacy level

Domestic standard					(Reference) International standard				
(JPY bn)		2020/3	2020/6	Change	(JPY bn)		2020/3	2020/6	Change
Capital adequacy ratio (1)		11.17%	11.21%	+0.04%	Common Equity Tier1 capital ratio (9)		12.28%	12.79%	+0.51%
Total capital (2)		1,947.0	1,963.9	+16.9	Excluding net unrealized gains on available-for-sale securities (10)		10.54%	10.54%	—
Core Capital: instruments and reserves (3)		2,012.4	2,028.5	+16.1	Tier1 capital ratio (11)		12.52%	13.02%	+0.50%
Stockholders' equity (4)		1,733.4	1,755.5	+22.0	Total capital ratio (12)		13.06%	13.58%	+0.52%
Adjusted non-controlling interests (5)		221.1	217.4	(3.7)	Common Equity Tier1 capital (13)		2,154.7	2,266.3	+111.5
Subordinated loans and bonds subject to transitional arrangement (6)		60.4	55.2	(5.2)	Instruments and reserves (14)		2,232.9	2,342.1	+109.2
Core Capital: regulatory adjustments (7)		65.3	64.5	(0.8)	Stockholders' equity (15)		1,733.4	1,755.5	+22.0
Risk weighted assets (8)		17,427.7	17,516.2	+88.4	Net unrealized gains on available-for-sale securities (16)		306.1	398.7	+92.5
					Adjusted non-controlling interests (17)		178.7	178.1	(0.6)
					Regulatory adjustments (18)		78.1	75.8	(2.3)
					Other Tier1 capital (19)		40.9	40.6	(0.2)
					Tier1 capital (20)		2,195.6	2,307.0	+111.3
					Tier2 capital (21)		95.4	98.7	+3.2
					Total capital (Tier1+Tier2) (22)		2,291.1	2,405.7	+114.6
					Risk weighted assets (23)		17,533.4	17,707.5	+174.1

■ Change in total capital

● Stockholders' equity

+22.0 bn

● Net income attributable to owners of parent

+21.8 bn

● Decrease of subordinated bonds included in Core Capital

(5.2) bn

■ Change in RWAs

● Increase in loan balance

+47.4 bn

● Increase in commitment line agreements

+35.2 bn

(Reference)

(Reference)

- Trial calculation based on the finalization of Basel 3
CET1 ratio: Approx. 9.0%*
(Excluding unrealized gains on available-for-sale securities)

*Trial calculation which took into consideration the estimated increase in RWAs owing to the finalization of Basel 3 (SA and capital floor revisions) based on the actual CET1 ratio excluding net unrealized gains on available-for-sales securities as of Jun. 30, 2020 reported as (10) in the above table

- Group banks, Bank holding company

Domestic standard	Resona (Consolidated)	Saitama Resona (Non-consolidated)	KMFG (Consolidated)
Capital adequacy ratio	10.50%	14.37%	8.05%

Earnings Targets for FY2020 (Released in May 2020)

HD Consolidated
Total of Group Banks

HD consolidated

(JPY bn)	Full-year	YoY change
Net income attributable to owners of the parent (1)	120.0	(32.4)
KMFG *1 (2)	3.0	
Difference (3)	14.5	

Common DPS

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

Total of group banks

(JPY bn)	Total of group banks		Resona Bank		Saitama Resona Bank		KMFG (total of group banks)	
	Full-year	YoY change	Full-year	YoY change	Full-year	YoY change	Full-year	YoY change
Gross operating profit (6)	581.0	(24.3)	336.5	(18.7)	111.5	(3.0)	133.0	(2.5)
Operating expenses (7)	(397.5)	(4.1)	(209.5)	+0.2	(76.0)	(2.2)	(112.0)	(2.2)
Actual net operating profit (8)	183.5	(28.4)	127.0	(18.4)	35.5	(5.2)	21.0	(4.7)
Net gains on stocks (including equity derivatives) (9)	23.5	+4.8	17.5	+7.2	3.5	+0.6	2.5	(2.9)
Credit related expenses, net (10)	(42.0)	(23.2)	(22.0)	(12.5)	(7.5)	(3.1)	(12.5)	(7.8)
Income before income taxes (11)	152.5	(43.0)	118.0	(29.0)	27.0	(9.2)	7.0	(5.3)
Net income *2 (12)	107.5	(35.0)	83.5	(24.4)	19.0	(7.2)	5.0	(3.3)

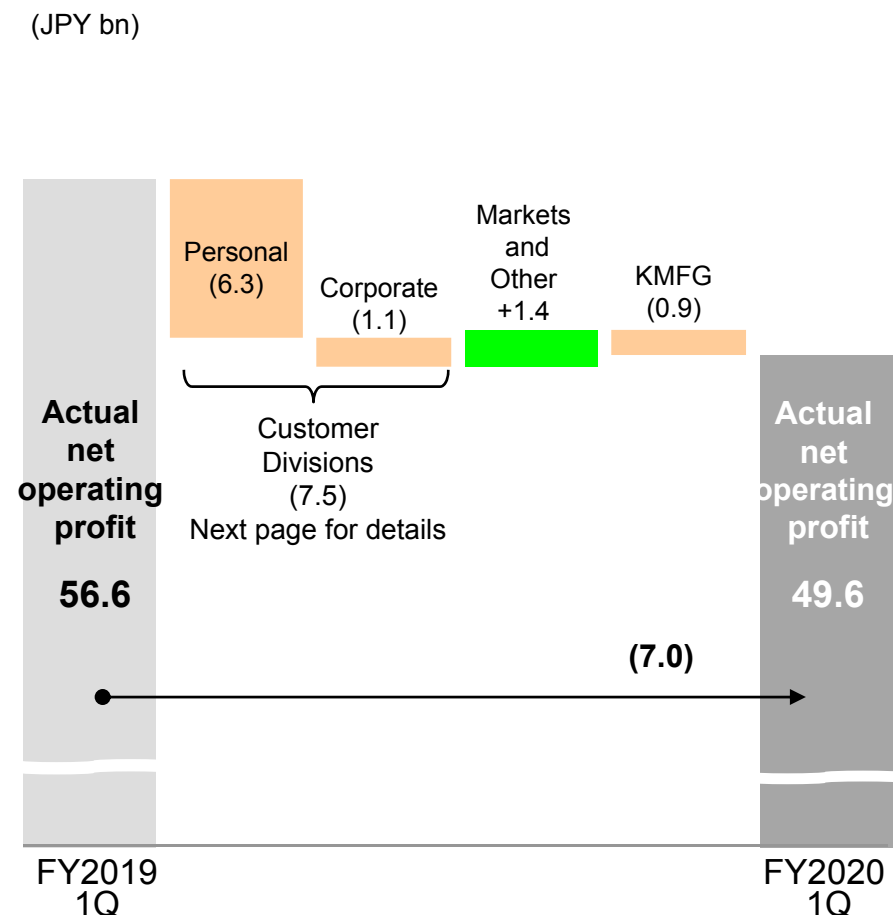
*1. Applied HD's 51% stake to the KMFG's net income guidance

*2. Net income attributable to non-controlling shareholders are not deducted from net income

(Reference) Outline of Financial Results of Each Segment

HD
Consolidated

(JPY bn)		FY2020 1Q	YoY Change
Customer Divisions	Gross operating profit (1)	106.6	(7.8)
	Operating expense (2)	(74.7)	+0.3
	Actual net operating profit (3)	31.9	(7.5)
Personal Banking	Gross operating profit (4)	50.0	(6.2)
	Operating expense (5)	(40.7)	(0.0)
	Actual net operating profit (6)	9.3	(6.3)
Corporate Banking	Gross operating profit (7)	56.6	(1.6)
	Operating expense (8)	(34.0)	+0.4
	Actual net operating profit (9)	22.6	(1.1)
Markets and Other	Gross operating profit (10)	12.6	+1.4
	Operating expense (11)	(0.5)	+0.0
	Actual net operating profit (12)	12.1	+1.4
KMFG	Gross operating profit (13)	33.2	(1.4)
	Operating expense (14)	(27.8)	+0.4
	Actual net operating profit (15)	5.4	(0.9)
Total	Gross operating profit (16)	152.5	(7.8)
	Operating expense (17)	(103.0)	+0.8
	Actual net operating profit (18)	49.6	(7.0)



Definition of management accounting

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

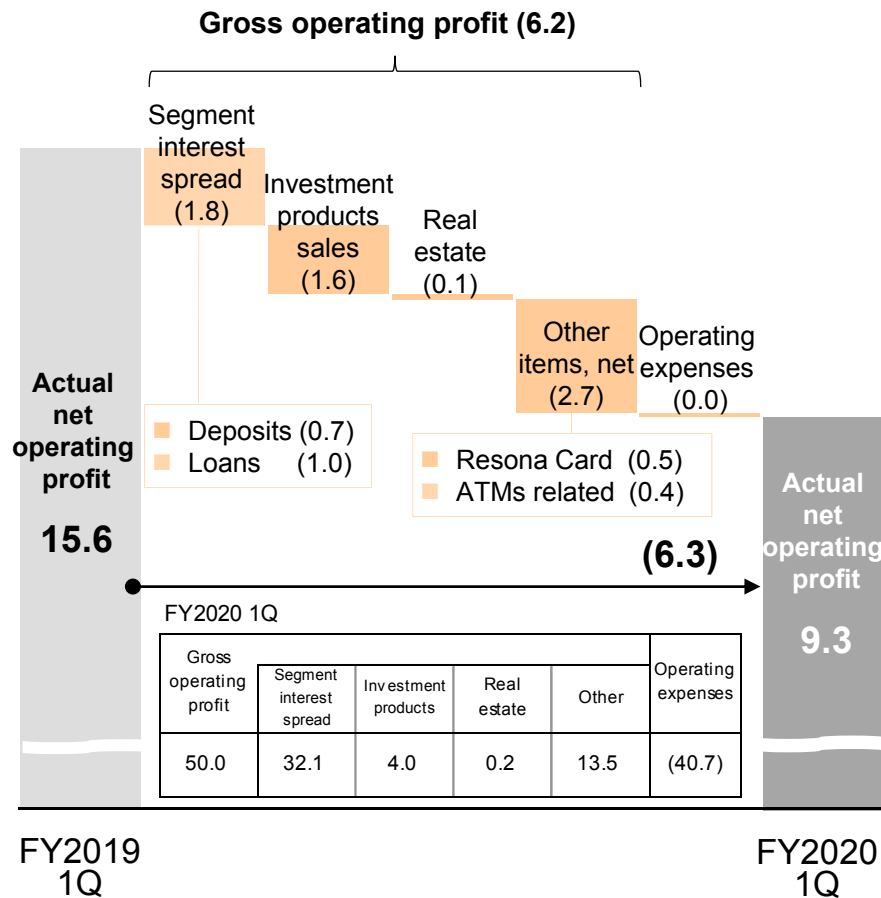
(Reference) Outline of Financial Results of Customer Divisions

HD Consolidated
(exclude KMFG)

Personal Banking Segment

■ Actual net operating profit : Down JPY6.3 bn, YoY

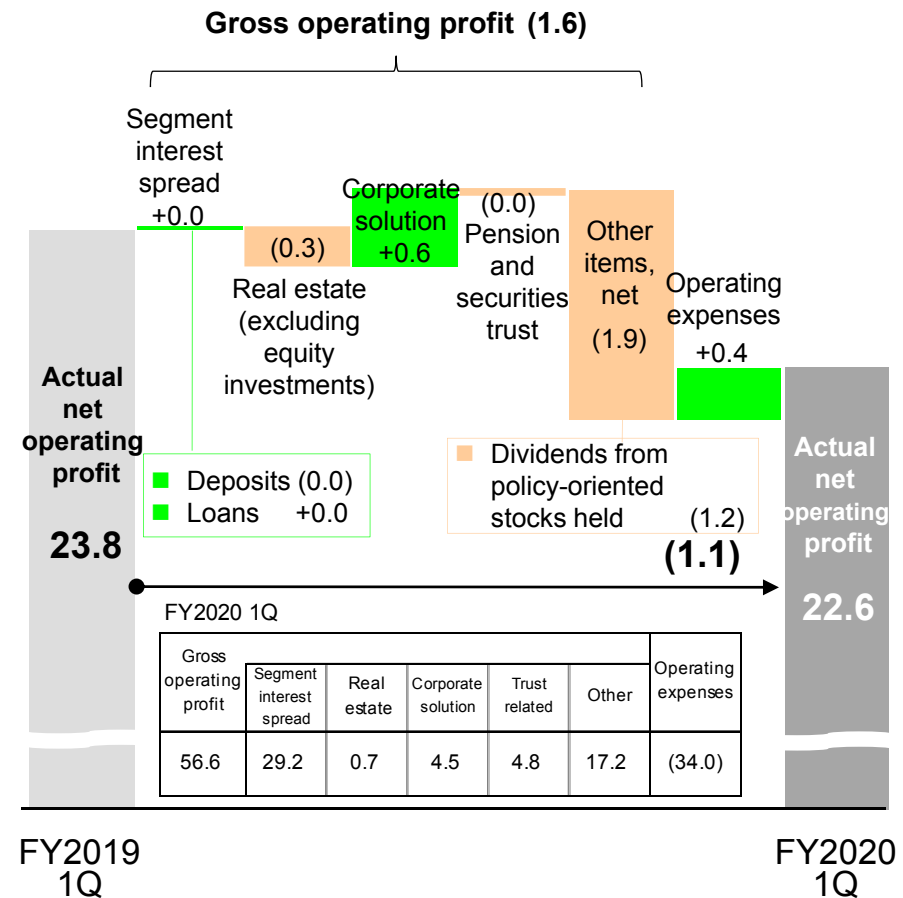
(JPY bn)



Corporate Banking Segment

■ Actual net operating profit : Down JPY1.1 bn, YoY

(JPY bn)



**Outline of Business Results for the 1Q of FY2020
and Updates on Major Businesses**

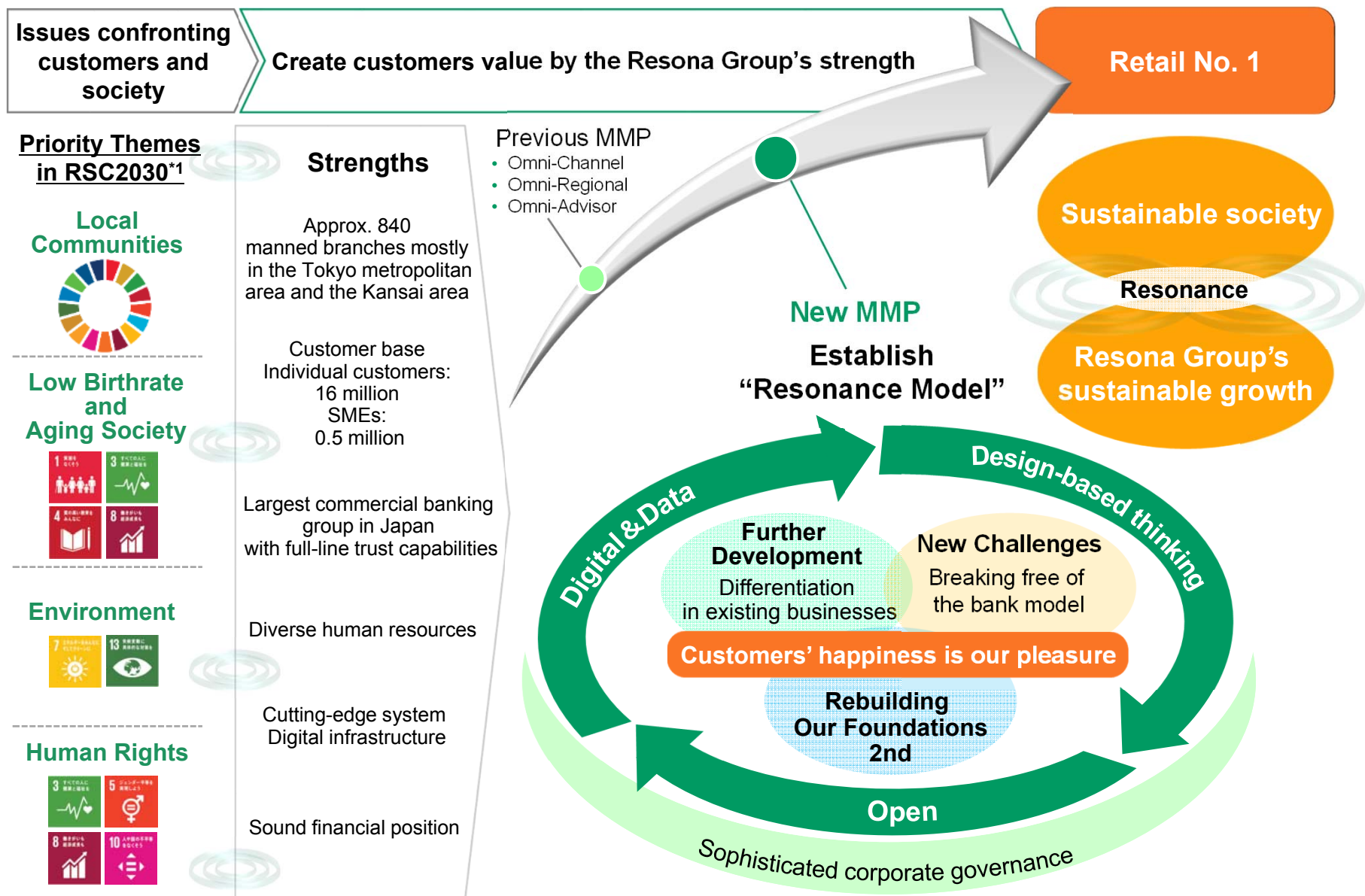
Medium-term Management Plan

Direction of Capital Management

ESG Initiatives

Reference Material

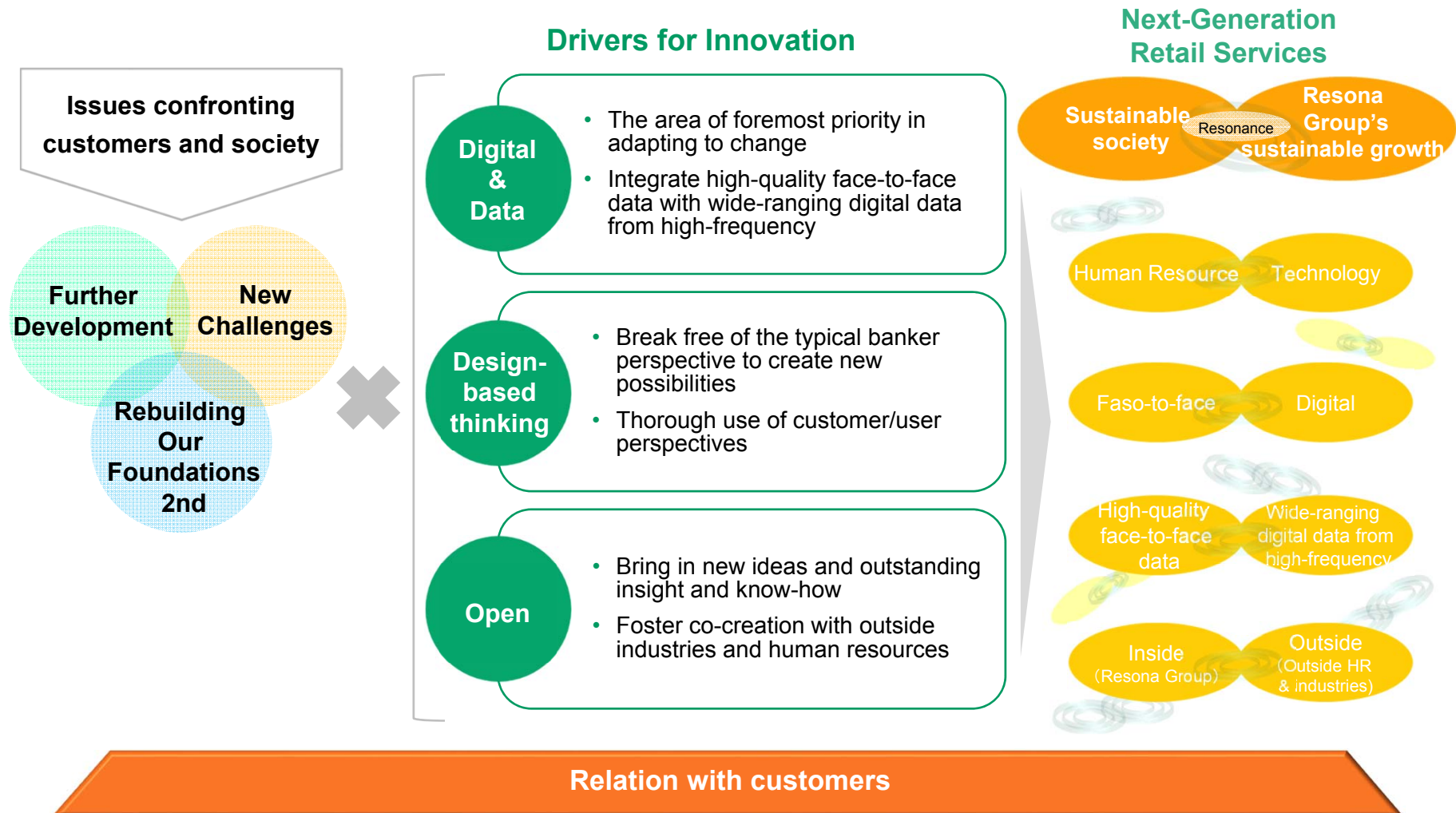
For Becoming the “Retail No. 1”



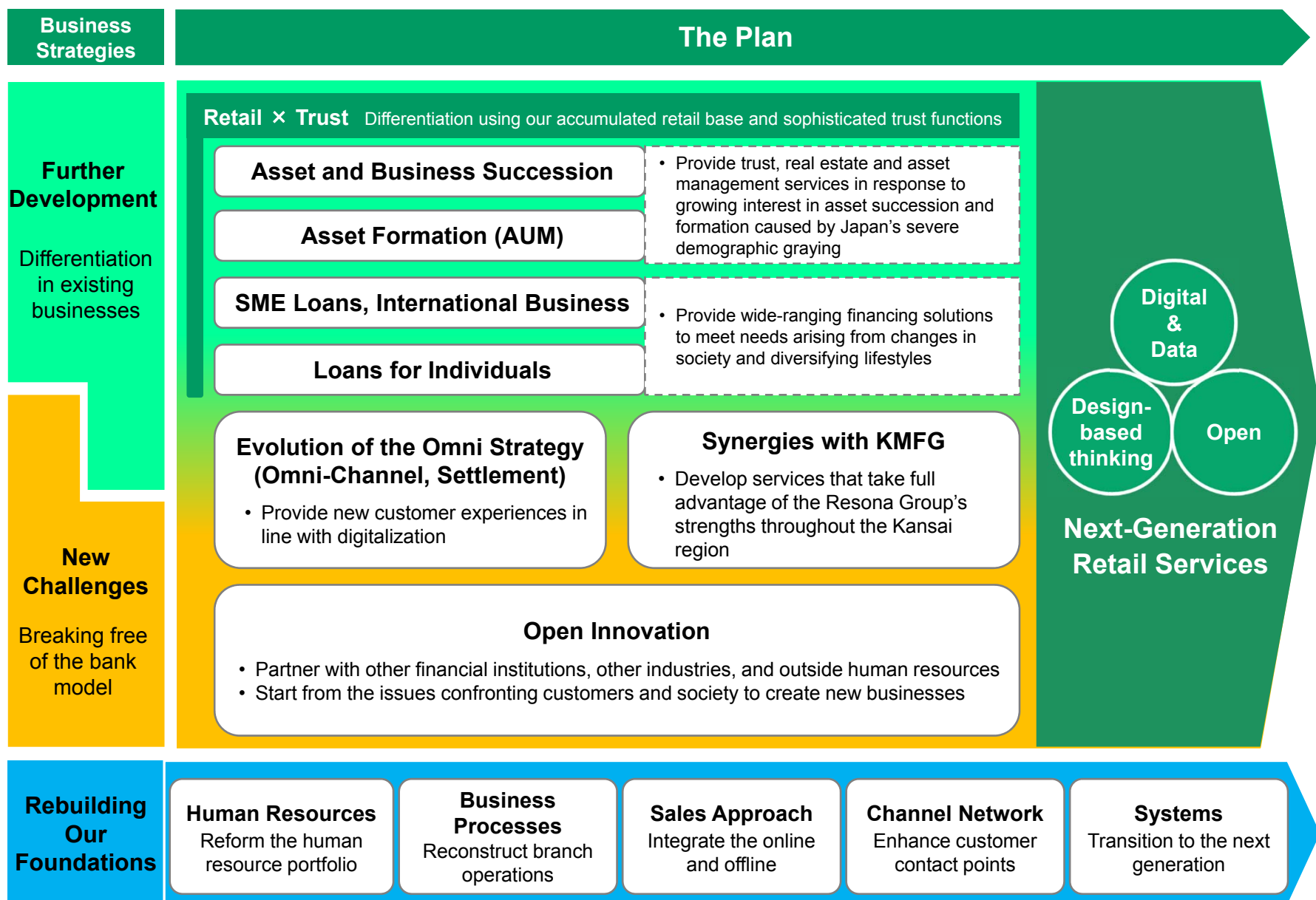
*1. Commitment Towards Achieving the Sustainable Development Goals 2030 (Resona Sustainability Challenge 2030) released in Nov. '18

Establish “Resonance Model”

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



Business Strategy and Rebuild Foundations (Overview)



Reflection on the Previous Medium-term Management Plan

	FY2019	Previous MMP targets*1	
KPIs	Net income attributable to owners of parent	JPY152.4 bn	JPY170 bn
	Consolidated fee income ratio	28.8%	Lower half of the 30% range
	Consolidated cost income ratio	63.3%	60% level
	ROE*2	8.9%	Over 10%
	CET1 ratio*3	10.54%	9% level
<div> <div>Income and cost structure reforms progressed steadily</div> <ul style="list-style-type: none"> NII from loans and deposits Fees Operating Expenses Quality-focused operations progressed Contraction of loan-to-deposit spread moderated compared to the plan Recurring fees businesses expanded Some issues remain regarding the monetization of the Omni Strategy Digitalization promoted Succeeded in downsizing the headcount by more than plans called for </div>			
Major Initiatives	<div> <div>Omni-Channel</div> <ul style="list-style-type: none"> Expand contacts through Resona Group App <ul style="list-style-type: none"> 2.2 million downloads as of Mar. '20 Enhance branch convenience and low-cost operations through digitalization <ul style="list-style-type: none"> Consultation-focused branches, which open seven days a week <ul style="list-style-type: none"> 30 branches as of Apr. '20 </div>		
	<div> <div>Omni-Advisors</div> <ul style="list-style-type: none"> Train and increase consultants who can think and act in the best interests of their customers <ul style="list-style-type: none"> Resona Academy Programs designed to inspire employees to pursue growth <ul style="list-style-type: none"> Extend retirement age to 70 Customer-Centric Approach <ul style="list-style-type: none"> FW balance Approx. JPY390.0 bn as of Mar. '20 </div>		
	<div> <div>Omni-Regional</div> <ul style="list-style-type: none"> Broader alliances with regional financial institutions <ul style="list-style-type: none"> Creation of KMFG in Apr. '18 <ul style="list-style-type: none"> Oct. '19 KMB business process & system integrated Resona Cashless Platform <ul style="list-style-type: none"> Aug. '18 Strategic alliances with 12 companies Resona Group App <ul style="list-style-type: none"> Joint study with Mebuki FG </div>		

*1. Adjustments to the HD's medium-term management plan (MMP) announced in Apr. '17 are made by combining the following (1) and (2)

(1) KPIs for the final year (FY'19) in the HD's MMP is adjusted to exclude KO's targets (2) KMFG's target for the second year (FY'19) in the KMFG's MMP

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

*3. Exclude unrealized gain on available-for-sale securities

KPIs

		FY2022
Realize medium- to long-term income structure reform	Net income attributable to owners of parent	JPY 160 bn
	Consolidated fee income ratio	Over 35%
	Consolidated cost income ratio	60% level
	ROE*1	8% level
	CET1 ratio*2	10% level
Realize a sustainable society	ESG index selected by GPIF*3	Aim to be adopted for all indexes

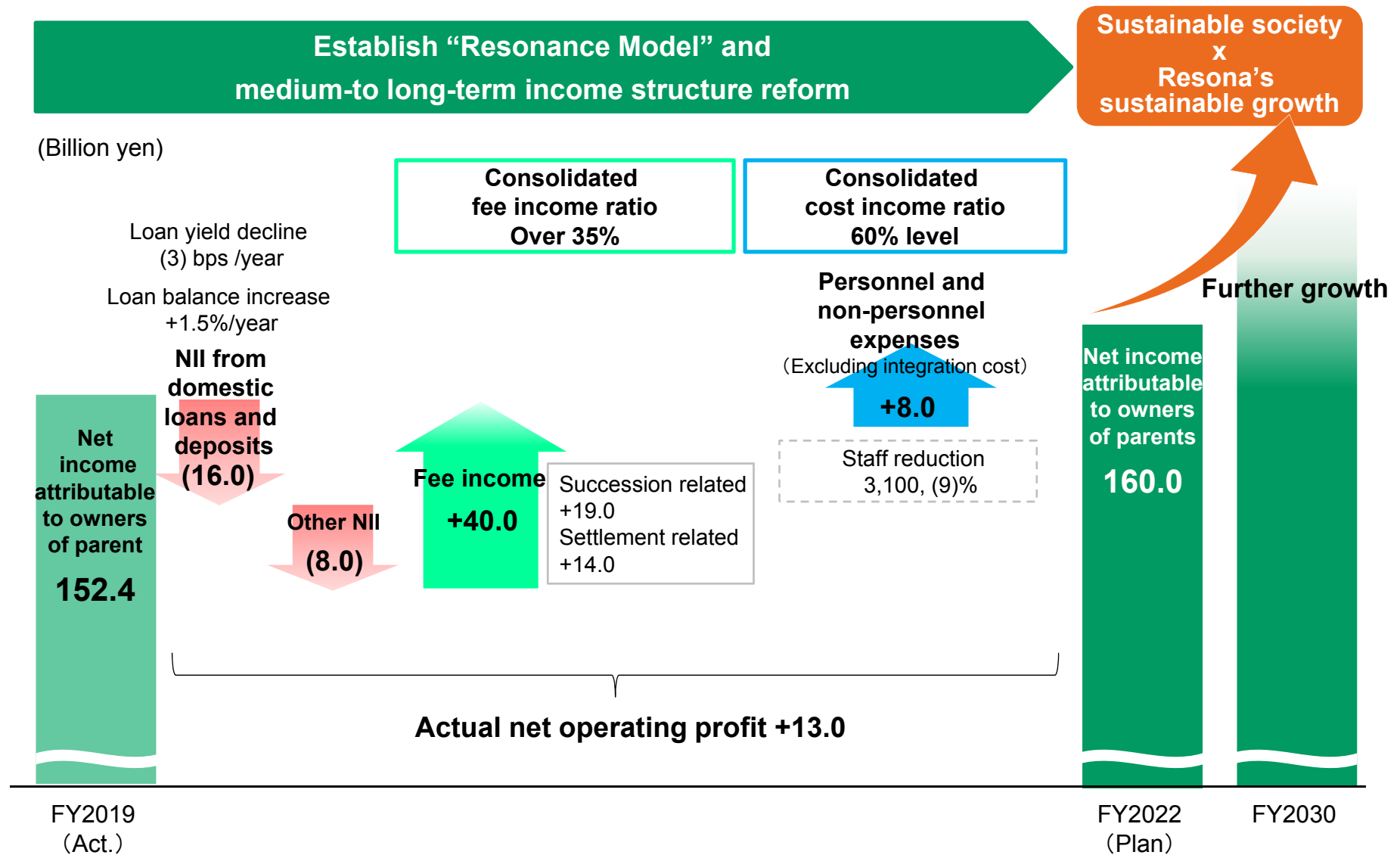
[FY2022 assumed conditions : Overnight call rate (0.05) %, Yield on 10Y JGB (0.05) %, Nikkei 225 23,000 yen]

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

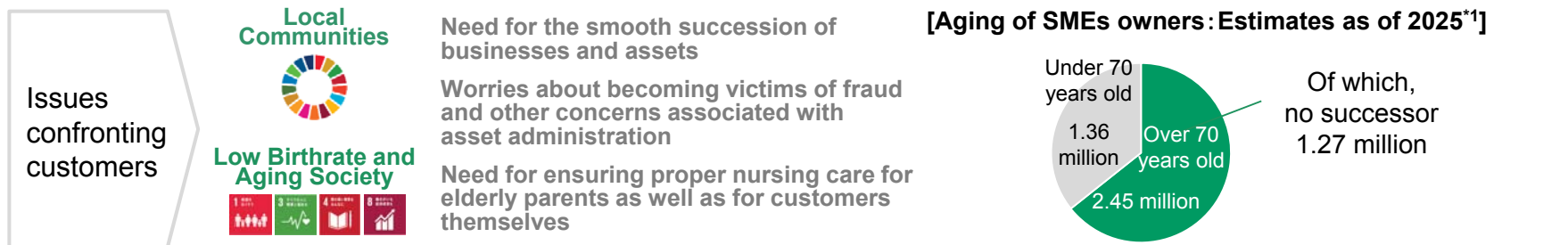
*2. Based on the finalization of Basel 3. Exclude unrealized gains on available-for-sale securities

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

Roadmap for Securing Profit



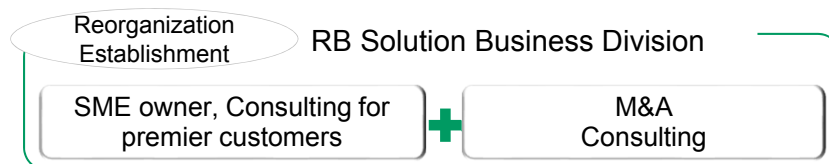
Business Strategy Further Development Asset and Business Succession



[KPI] FY2022 (vs FY2019)	Succession-related income*2	JPY39.0 bn (Approx. +JPY19.0 bn)
--------------------------	-----------------------------	----------------------------------

■ One-stop solutions provided through the concentration of HR and intelligence

- # of M&A contracts FY'22 250, +Approx.120

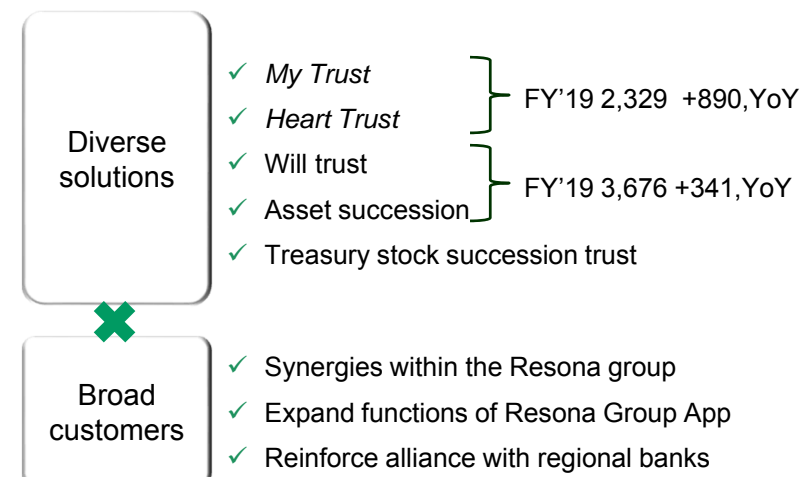


■ Reinforce real estate business

- # of real estate brokerage transactions FY'22 2,000, +Approx. 1,000
 - Provide succession solutions
 - Double our staffing to strengthen our capability to collect intelligence and handle customer requests
 Mar. '20 202 staffs ⇒ Mar. '23 Approx. 400 staffs

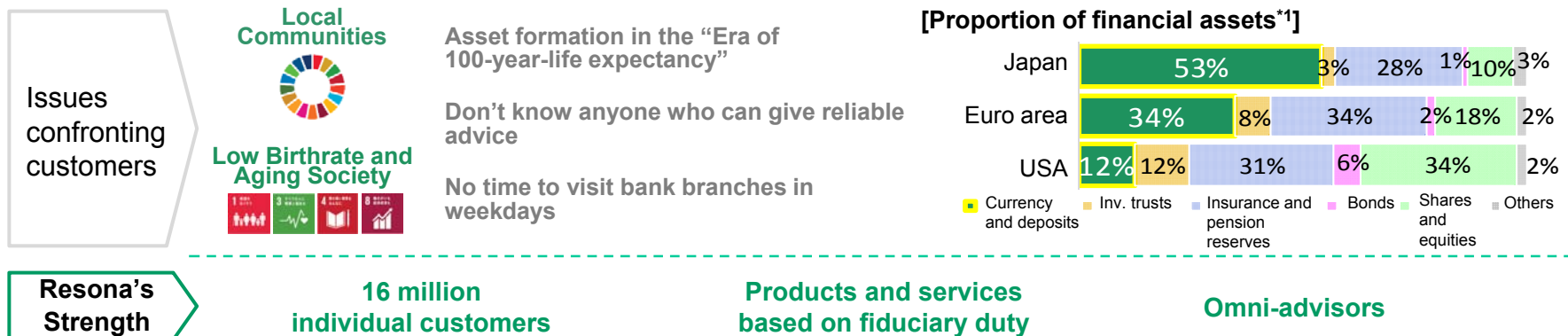
■ Offer support for the protection and succession of assets

- # of new asset succession-related contracts FY'22 10,000, +Approx. 3,900

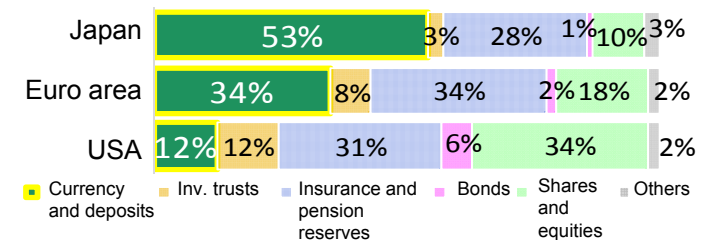


*1. Age of SME and small business owners, The Small and Medium Enterprise Agency
 *2. Income from M&A, real estate excluding equity and succession-related transaction

Business Strategy Further Development Asset Formation Support Business



[Proportion of financial assets*1]



Apply investment know-how from corporate pensions expertise to retail customers

[KPI] FY2022 (vs FY2019)

Balance of AUM (RAM) JPY24.0 tn (Approx. +JPY2.2 tn)

■ Consolidation of Asset Management Functions into RAM (Jan. '20~)

- Seize opportunity to address growing need for stable, medium- to long-term asset management
 - RAM :Mar. '20 147 staffs ⇒ Mar. '23 Approx.175 staffs

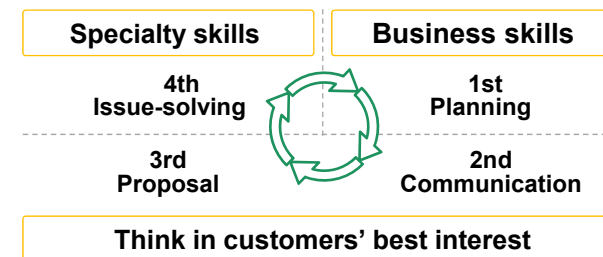
● Expand our sales channels ⇒See P56 for FW

- KMB,MB providing FW
 - KMB: Oct. '19~
 - MB: 2H of FY'20 (Scheduled)
- Provide affiliated regional financial institutions with employee educational programs themed on product features and fiduciary duty
- Offer our products to institutional investors and others handling the management of surplus assets

■ Nurture professionals by Resona Academy

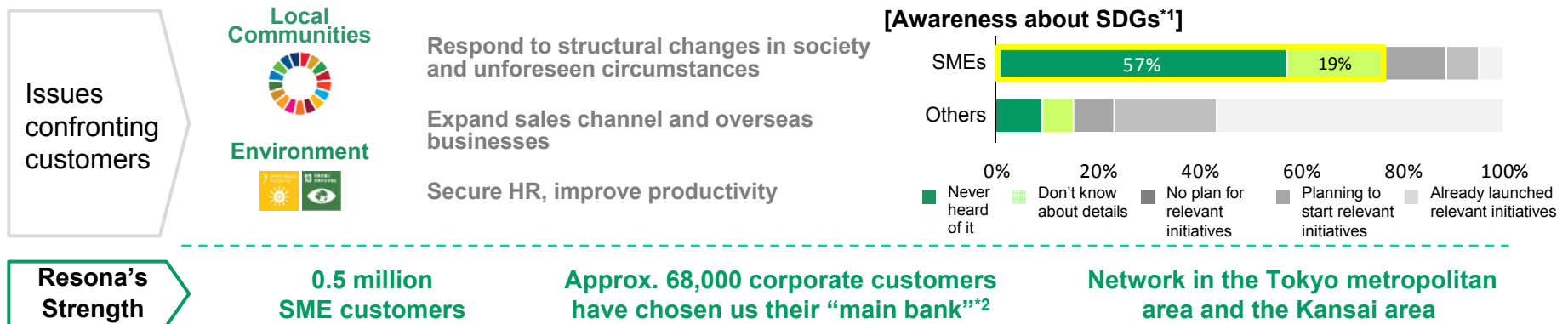
- FY'19 38 staffs finished the 1st course
 - ⇒Plan to nurture 300 professionals by Mar. '23
 - Extend generous support to those who completed programs via periodic follow-up training

Think and act in the best interests of customers ✗ IFA level knowledge and skills



*1.“Flow of Funds: Overview of Japan, the United States and the Euro Area,” Bank of Japan Research and Statistics Dept.

Business Strategy Further Development SME Loans and International Businesses



Offer solutions to customers, addressing their obvious needs while helping them clearly identify their latent needs

[KPI] FY2022 (vs FY2019)

Balance of loans to SMEs

JPY14.6 tn (Approx. +JPY0.8 tn)

■ A sales approach focused on identifying issues

- Assist SMEs in their efforts to achieve SDGs
 - Help customers create new opportunities and eliminate risks
 - Private placement SDGs promotion bonds: FY '19 JPY140.4 bn*3, +46% YoY
 - SDGs Consulting Fund: JPY39.5 bn*4 (Sep. '18 ~ Mar. '20)
 - First Green Bond issued via private placement (Feb. '20)
- Business matching: FY'19 25,286, +14% YoY
 - 5 business plazas*5
- Support for overseas businesses (⇒P57)
 - Support for overseas expansion, financing and M&A
 - Provide solutions via Resona Merchant Bank Asia and Bank Resona Perdania

■ Provide diverse solutions aligned with the growth stage of each customer

Start-ups
Growth stage

- Expand non face-to-face businesses
 - Corporate version of our App, loan products offered via solely web-based procedures, etc.
- Engage in optimal proposals via information sharing between specialists at HQ departments and sales staff

■ Support for customers affected by the COVID-19

Loan assistance

- ✓ Fund products that support corporate countermeasures Interest-free, no-collateral loans (employing prefectural loan subsidy programs)

Consultation

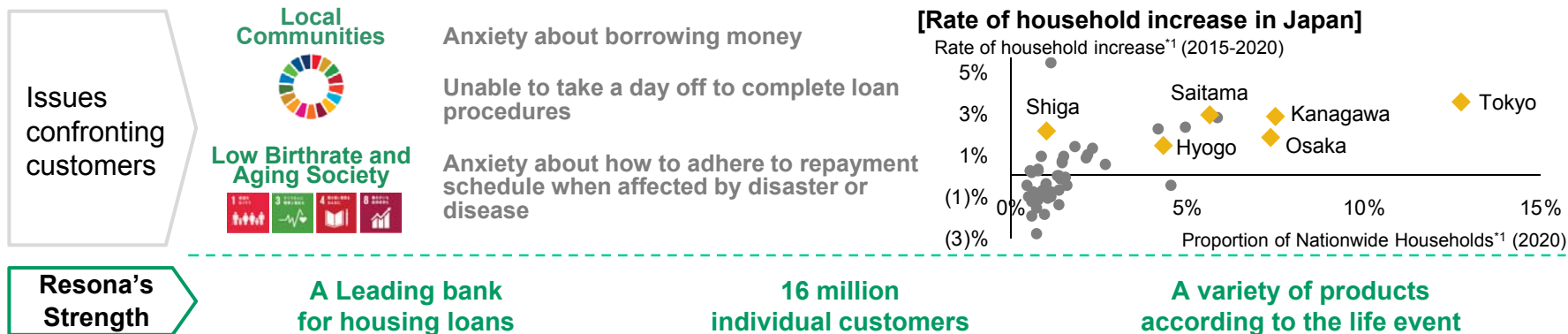
- ✓ Set up help desks for those facing fundraising issues and provide consultation even on weekends and holidays
- ✓ Form a dedicated team for supporting stable corporate management (SR, KMB, MB)

*1. Based on a 2019 policy survey conducted by the Bureau of Industrial and Labor Affairs, Tokyo Metropolitan Government

*2. Teikoku Databank (The Research in 2019) *3. Amount of issue *4. RB+SR, provided by all group banks from Apr. '20

*5. Tokyo, Osaka, Saitama, Kobe, Biwako as of Mar. '20

Business Strategy Further Development Loans for Individuals



Digital & Data ⇒ Simultaneously enhance customer convenience and cost competitiveness

[KPI] FY2022 (vs FY2019)

Balance of housing loans

JPY13.8 tn (Approx. +JPY0.9 tn)

■ Expand e-contract service

- HLs offered solely via app-based procedures (planned)

■ Bidirectional customer communications via Resona Group App

- Offer optimally timed personalized proposals
- Great potential for the promotion of multilateral transactions starting with housing loans

[Average rate of cross-sold products]

	With HL	vs	No HL*2
Payroll	50.3%		30.2%
Consumer loans*3	12.3%		3.1%
Investment trusts	6.1%		3.2%
Insurance	4.1%		1.4%

■ Streamline HL business process and digitalization

- Improve the efficiency of loan transactions obtained through real estate brokers
- Enhance digitalization of as middle- & back-office operations
- Downsize loan-related administrative and planning departments

■ Provide contingency solutions

Unique and distinctive products and services

✓ *Danshin Kakumei*

✓ Natural disaster support options

✓ “Life Support Plan” card loan program

⇒ Help customers sign up and complete procedures solely via the website amid the enforcement of “Stay Home” protocols

consultation

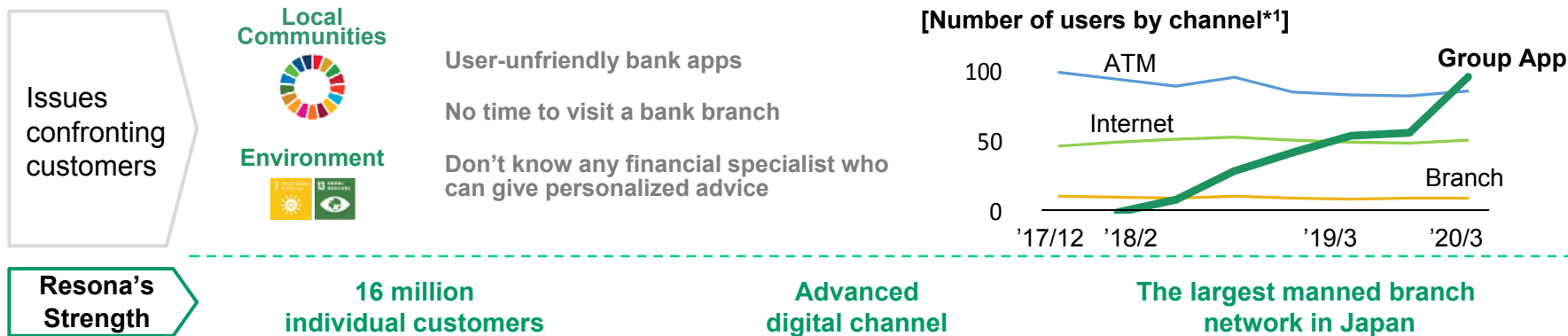
Set up help desks that operate even on weekends and holidays

*1. National Institute of Population and Social Security Research

*2. Comparison with potential II and III customers

*3. Including card loans Resona Holdings, Inc.

Business Strategy **Further Development** X **New Challenges** Omni-Channel



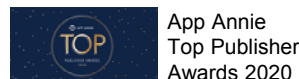
Provide customers with best solutions “anytime” “anywhere”

[KPI] FY2022

Group App downloads

To 5 million

- **Resona Group App:**
2.6 million downloads as of June '20
Income increase per-person, per-day: +3.5 yen
 - Earned a solid reputation thanks to the thoroughgoing incorporation of the user perspective



- Our App is expected to become a central transaction channel*2
 - The ratio of customers using the App:
Installment time deposit: 82%, Foreign currency deposit: 75%
- Expand functions further
 - Provide international remittance and foreign-language services (Apr. '20~)
 - Incorporate new functions enabling iDeCo application (May '20 released)

- **Integrate physical and online branch services to enhance our sales approach**

Over 800 manned branches

- ✓ Omni-advisors
- ✓ DX by new terminals

Group App

- ✓ Personalized proposals
(# of proposed models: x 1.2, YoY)



Data Science Office

- ✓ Data-based marketing
- ✓ Proposals employing a seamless and integrated approach on every channel

*1. Number of ATM users as of Dec. '17 as 100 (per day, RB) *2. Number of new accounts by channel (as of Jan. '20)

Business Strategy Further Development X New Challenges Settlement Business



Promote cashless to reduce social cost and support for improving customers' productivity and convenience

[KPI] FY2022 (vs FY2019)

Settlement-related income

JPY80.0 bn (Approx. +JPY.14.0 bn)

■ Provide corporate customers with IT solutions



Resona Cashless Platform (RCP)

Approx. 1,100 corporations, 14,000 stores planning to install (Jun. '20)

- ✓ Compatible with various settlement schemes by just one terminal
- ✓ Mar. '23 (target): Approx. 4,000 corporations



Future initiatives

- ✓ Build-up B2B settlement platform
 - Support for digitalization of B2B transactions
- ✓ Utilize settlement data
 - Transaction lending etc.

■ Provide individual customers with more convenient services

- # of debit card issued: 2.12 million as of Jun. '20
 - Standard with new accounts (Integrated debit card with cash card, Visa payWave)
 - Target as of Mar.'23: 2.55 million
- Resona Wallet app
 - Mobile settlement, coupons, change savings with a single App



*1. Prepared by Resona HD based on documents issued by the Ministry of Economy, Trade and Industry (METI)

*2. Assuming private consumption to stay at the 2016 level, based on data publicized by METI

KMFG the MMP and Pursue Group synergies (1)

Realize “New Retail Financial Service Model” advancing together with the future of Kansai region

Stage 1

Inauguration of KMFG -
organizational development

- PM progressing according to plan

⇒ Developed foundations for realizing synergies

- Merger of KU and KO
⇒ KMB started (Apr. '19)
- KMB's business process and systems integrated (Oct. '19)

- Launched the following initiatives to achieve the earliest monetization

< Business Synergies >

- ✓ Utilize Resona's differentiated products and platforms
- ✓ Utilize group network
- ✓ Personnel exchanges in the Group

< Cost Synergies >

- ✓ Share Resona's system
- ✓ Utilize know-how of operational reforms
- ✓ Rebuild channel

Stage 2

New medium-term management plan (FY2020-FY2022)

-Establish the KMFG brand and realize its full potential-

Gross operating profit +JPY5.0 bn
(Total of Group Banks)

Operating expenses +JPY10.0 bn (Improved)
(Excluding integration cost) (Total of Group Banks)

Strategic businesses	Asset formation	Provide support according to customers' life event	Bal. of inv. trust+FW, insurance	+JPY0.5 tn (1.5⇒2.0)
	Business development	Provide diverse solutions to SMEs	# of BM	+1,500 (4,300⇒5,800)
	Succession	Utilize trust function	# of business succession handled	+200 (1,800⇒2,000)
Foundations reform	Channel	Optimize branches Omni-channel strategy	# of branches (Kansai area)	(90) (370⇒280)
	Digitalization	Share Resona's know-how	Branches' clerical work volume	(40)%
	Human resources	Optimize HR	# of staff	(1,700) (8,500⇒6,800) Gross reduction (1,900) Reallocation +200

KPIs

Profitability

Net income attributable to owners of parent

FY2019

JPY3.9 bn

FY2022

JPY20.0 bn

Consolidated fee income ratio

19.6%

25%

ROE

0.83%

4% level

Efficiency

Consolidated cost income ratio

79.5%

Latter half of the 60% range

Financial soundness

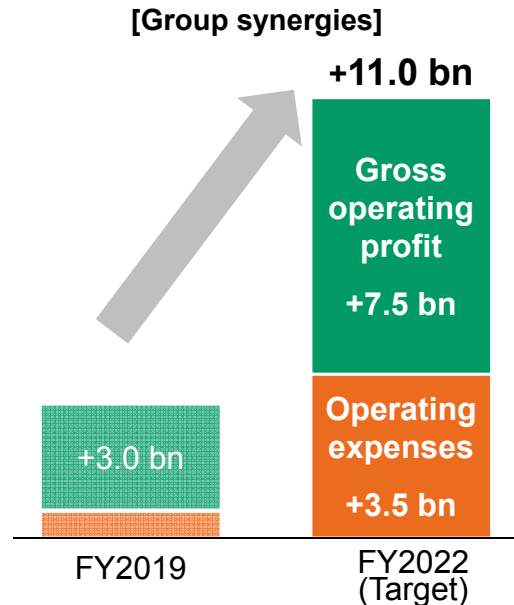
Capital adequacy ratio

8.05%

8% level

KMFG the MMP and Pursue Group synergies (2)

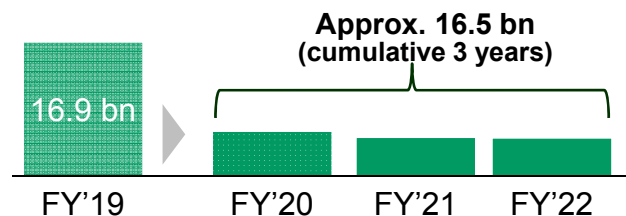
Pursue maximum synergies by optimizing group assets



※Integration cost

Reduce financial burdens arising in the new medium-term management plan period via the following initiatives

- Recognized expenses for FY'19 associated with channel reforms, etc.
- Integrate MB's systems in two phases

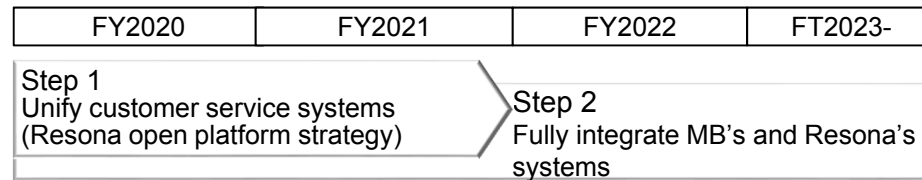


Sales synergies

- Utilize function of Trust and Real estate
 - FW, asset succession, real estate brokerage, etc.
- Develop Omni-channel strategy and differentiated products within the group
 - Resona Group App, Debit card, RCP, etc.
- Resona Group information network
 - M&A platform, Business Plaza, Overseas network, etc.

Cost synergies

- Optimize channel (⇒P39)
- Optimize human resource allocation (⇒P38)
- Systems
 - Share IT systems
 - Integrate MB's systems in two phases



Business Strategy New Challenges Breaking Free of the Banking Model

Open innovation

Employ a broad range of external relationships to pursue co-creation

Expand our customer base

- **Provide Resona's functions and services to alliance partners' customers**
 - IT system, Group app, RCP, FW, Trust

[Alliance partner candidates]

Regional financial institutions

Local governments

Enhance our services and functions

- **Share management resources with alliance partners**
 - Create new services via the combined use of data on logistics and financing
 - Engage in joint research of platforms for financial functions
- **Upgrade existing financial services**
 - Help customers ensure the secure and hassle-free management of their information assets
- **Expand new functions**
 - Help customers pursue IT utilization and digitalization

Other private businesses, etc.
(IT, traffic, retail, logistics, manufacturing, etc.)

Fintech and startup businesses, etc.

IT and BPO companies, etc.

Deliver new value employing new ideas

Create new businesses

- **The project team is directly supervised by the President to secure its agility and effectiveness**
 - Cross-functional team
- **Utilize our position as an "advanced banking service company" under the Banking Act**

Other industries

Rebuilding Our Foundations (1) Human Resources

Reform the human resource portfolio with an emphasis on diversity and specialization

■ Multi-path personnel system

- Transfer existing HR system to a multi-path HR system with a total of approx. 20 distinct career paths

■ Nursing Omni-Advisor

- Building on the results of the previous medium-term management plan, focus on nurturing omni-advisors who can think and act in the best interest of customers

■ Develop and hire specialized professionals

- Step up collaboration with and hiring of external human resources who have earned success in IT and other industries ⇒ 1,000 digital and IT specialists

■ Recurrent training

- Assist all employees in their efforts to take on new career development challenges as Resona strives to build a workforce boasting a larger number of consulting specialists

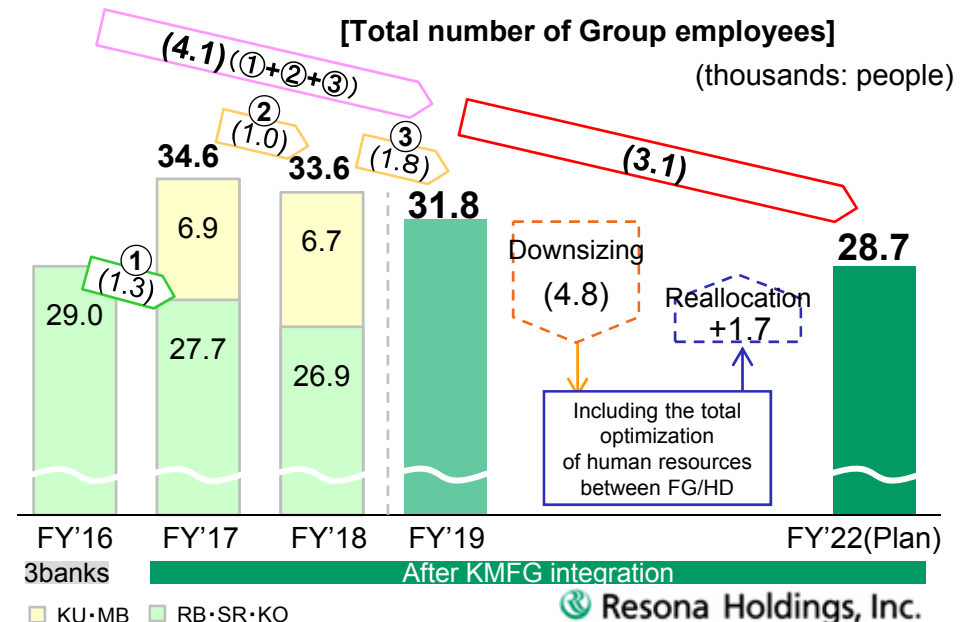
Reallocate human resources to our fields of focus

■ Downsize to around 29,000, the level equivalent to the number prior to the integration of KMFG (natural decrease in step with retirement)

- Reduce total headcount by 3,100, (9%)
- Raising productivity via channel reforms and branch digitalization

■ Reallocate human resources across the Group in a bold and flexible manner

- Strengthen fields of focus (succession, Omni-Channel, etc.)
- Strengthen new businesses (digital, IT, etc.)
- Optimise human resource allocation between KMFG and HD



Rebuilding Our Foundations (2)

Business Processes, Sales Approach, Channel Network

Enhance customer contact points × Low-cost operations
⇒ a system in which all employees are involved in sales and consulting

Business Processes

■ Reconstruct them by shifting mindsets and digitalizing

- Change the mission of the over 10,000 administrative staff
 - Build a system that handles all procedures in a single line to relieve the staff of stress arising from back-office work
- Reduce operational costs through productivity improvement

[Image of a branch after introduction of the new branch system]

“No back office space”



Complicated inquiries and consultation via teleconferencing (DSO^{*2})

Sales Approach

■ Transition to a system in which all employees are involved in sales and consulting

■ Integrate digital data in real time, and link these between channels

- High-quality data from existing face-to-face business x wide-ranging digital data from high-frequency sources about customers' daily behavior

“Self-service” terminal^{*3}

Screen layouts allowing customers to easily navigate just like Resona Group App



Channel Network

■ Enhance customer contact points and reduce channel-related costs at the same time

- Further development of area operations
 - Reallocate the staff based on market potential
- Integrate bases that are located near each other while optimizing the functions of each branch
 - Reorganize around 90 branches^{*1} by employing BinB that mainly targets those run by KMB and by converting Resona Bank and KMFG branches into joint branches
 - Pursue thoroughgoing downsizing and ensure that each branch is able to focus on its mission

“Location-free”



Consultation services and banking procedures via the use of tablets

*1. During the new medium-term management plan period *2. Digital service office *3. To be introduced by the end of FY'20 (RB, SR)

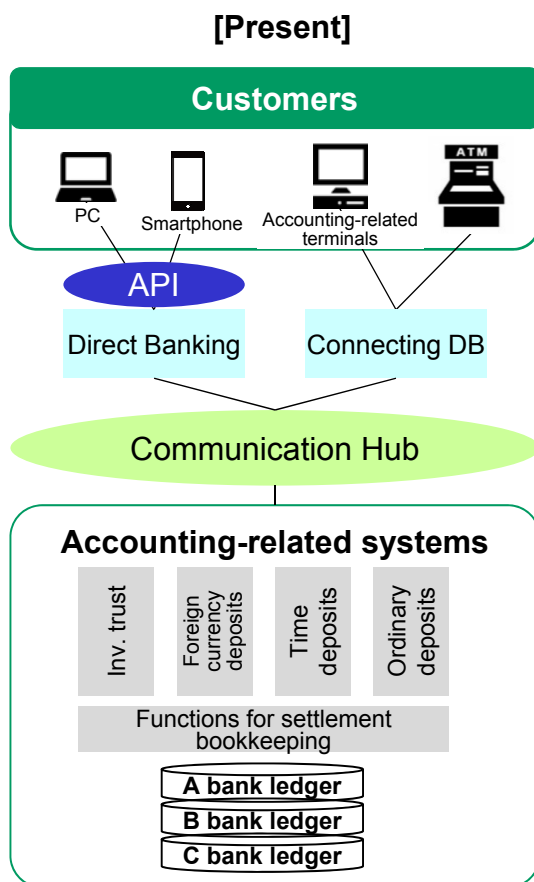
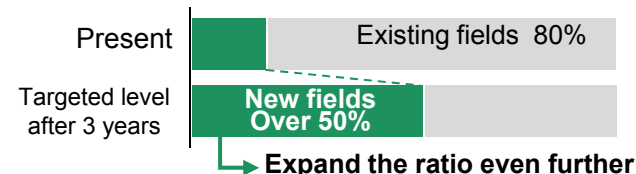
Rebuilding Our Foundations (3) Systems

Shrink existing systems with an eye to technological advancement and build next-generation systems

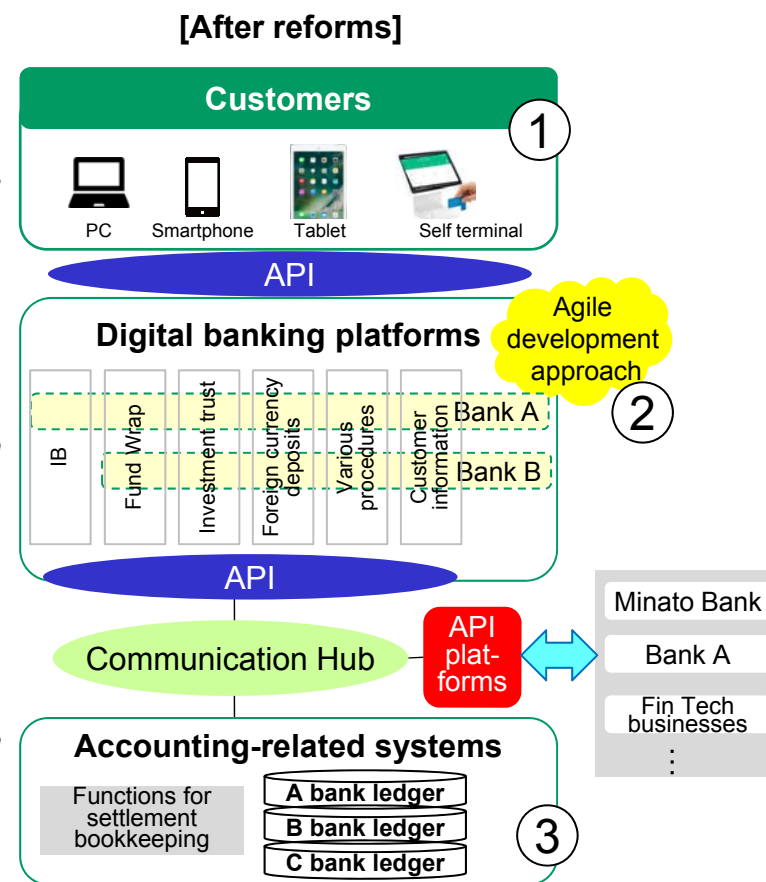
■ Structural system reforms

- Significantly reduce system-related costs for the entire Group
⇒ Shift more resources to strategic investment
- Greatly increase speed, flexibility and applicability in strategy implementation by using API

[Image of system related cost]



- 1 Break away from dependence on dedicated terminals solely used by financial institutions**
 - Shift from the use of dedicated terminals to smartphones/tablets to carry out accounting-related operations
- 2 Make our systems available as open platforms**
 - Convert our system platforms, except for our mainframe platforms, into API and open platforms supported by leading-edge digital technologies
 - Promote an agile development approach
- 3 Push ahead with structural reforms involving transition from legacy systems to open systems**
 - Establish frontline platforms that handle transactional procedures and are independent from accounting-related systems to simplify our system structure



**Outline of Business Results for the 1Q of FY2020
and Updates on Major Businesses**

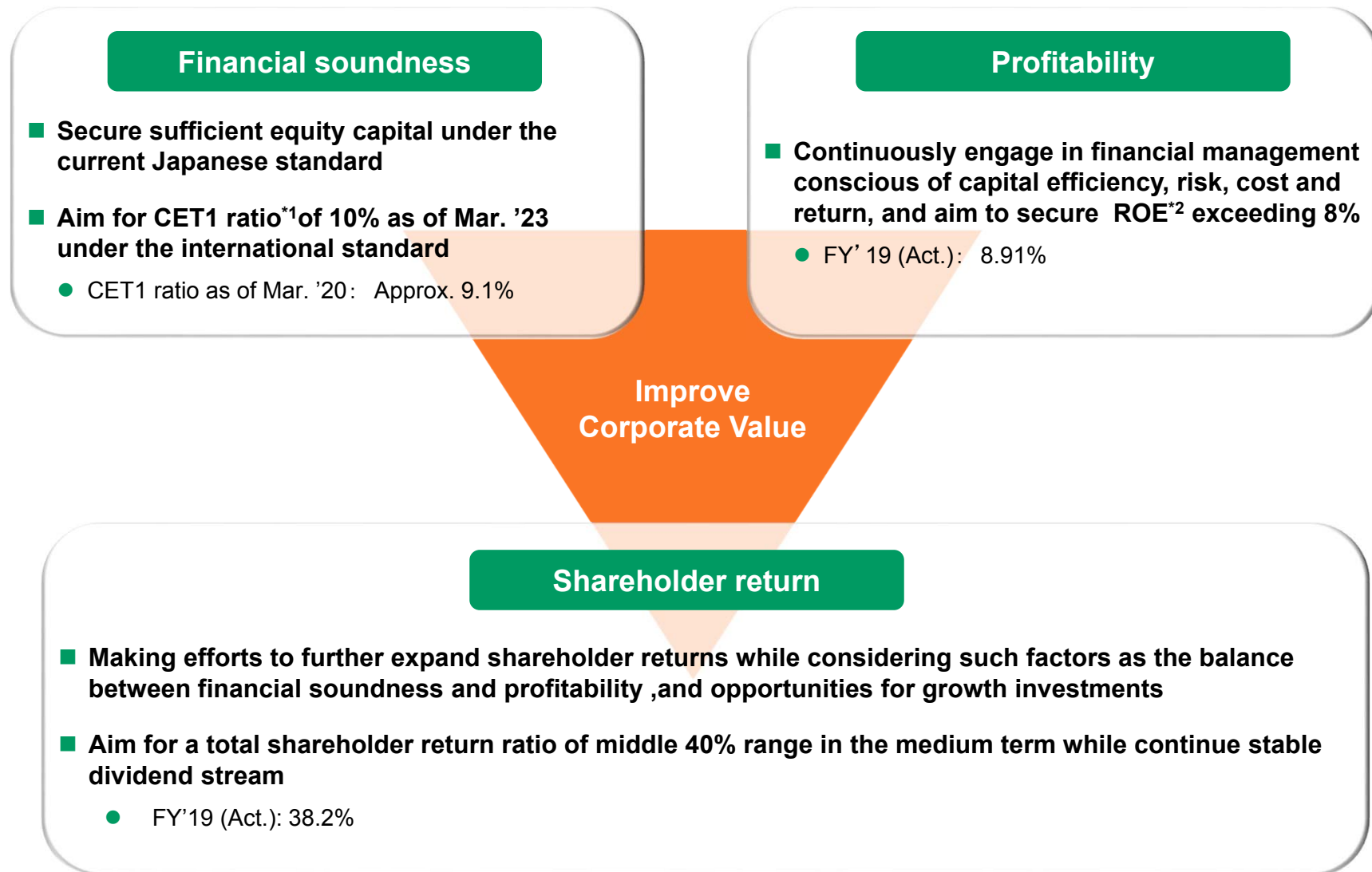
Medium-term Management Plan

Direction of Capital Management

ESG Initiatives

Reference Material

Direction of Capital Management



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

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

**Outline of Business Results for the 1Q of FY2020
and Updates on Major Businesses**

Medium-term Management Plan

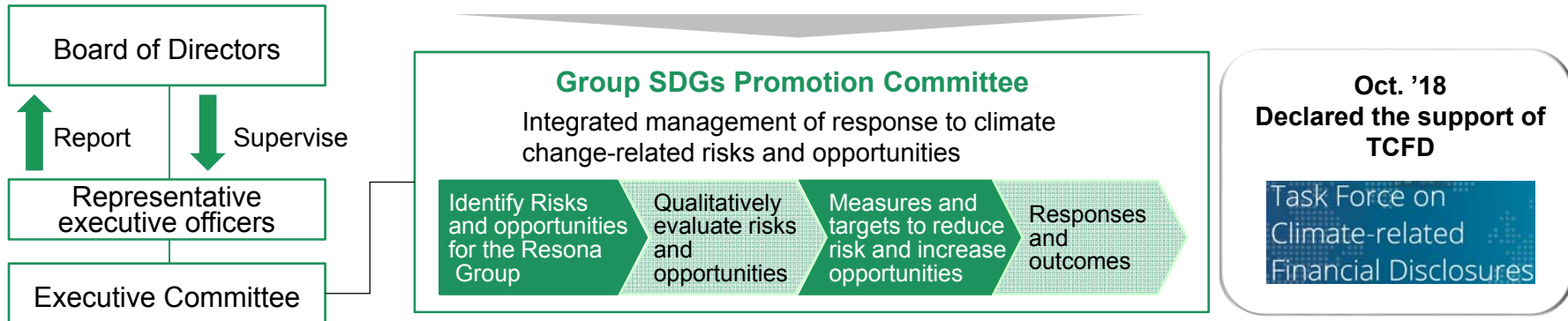
Direction of Capital Management

ESG Initiatives

Reference Material


E (Environment)

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



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

- **Impact on our largest asset class, loans**
- **Help corporate and individual customers mitigate and adapt to climate change through financial services**

Minimize the risks	Loan initiatives	<ul style="list-style-type: none">■ Proactively engage with corporate customers who have yet to fully commit to environmental issues, encouraging them to step up their initiatives■ Enforce general rule of abstaining from extending new loans to coal-fired thermal-generation projects		<div>Winning the Minister of the Environment Award that is given only to businesses engaged in exemplary efforts</div> <div></div>
	Investment initiatives	<ul style="list-style-type: none">■ Incorporate an ESG-oriented viewpoint into investment decision-making process■ Maintain constructive dialogue and engagement with investees ⇒ Discussion meetings to address palm oil issues (from 2016 onward)		
Expand the opportunities	Conserving the environment through our products and services	[Individual customers]	[Corporate clients]	<div>[CDP scores*1]</div> <div><div>Resona HD</div><div>B</div><div>Mizuho FG</div><div>B</div><div>MUFG</div><div>C</div><div>SMTH</div><div>C</div><div>SMFG</div><div>D</div></div>
		<ul style="list-style-type: none">✓ Nihon-no-Mirai (investment trust)✓ Optional support for those suffering damage due to natural disasters (housing loans)✓ Environment-friendly housing loans✓ Will trusts specifying donation recipients	<ul style="list-style-type: none">✓ Various environment-friendly loans✓ SDGs Consulting Fund✓ Facilitate the formation of environment-friendly real estate	

*1. CDP Report 2019

S (Social)

Focus on helping resolve social issues through business and innovation

Local Communities



Low Birthrate and Aging Society



Asset and Business Succession: p29

Asset Formation: p30

SME Loans, International Business: p31

Loans for Individuals: p32

Omni-Channel: p33

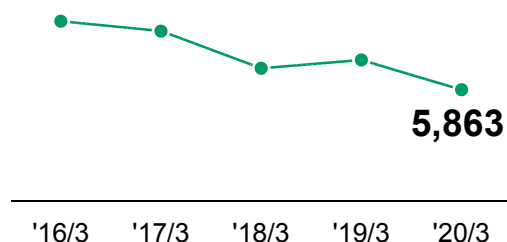
Settlement: p34



Initiatives for a better society

Contribution for Community

["Re: Heart Club" members]



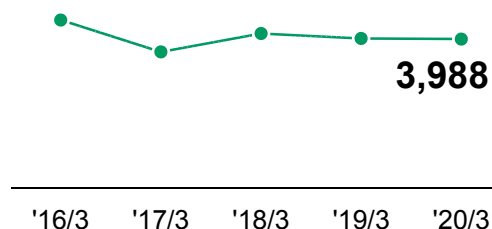
[Volunteer activity on natural disaster]

- ✓ Supported people suffering from Typhoon Hagibis



Initiatives for children who will lead a future society

[Resona Kids' Money Academy participants*1]



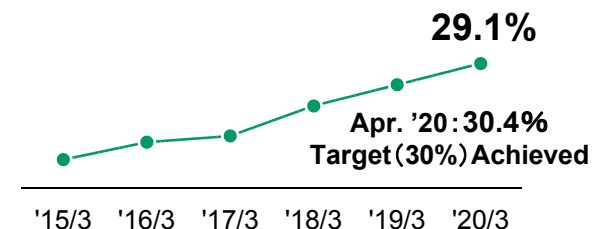
[Resona Foundation for Future]

- ✓ Offer support for children and working single parents in need of financial assistance

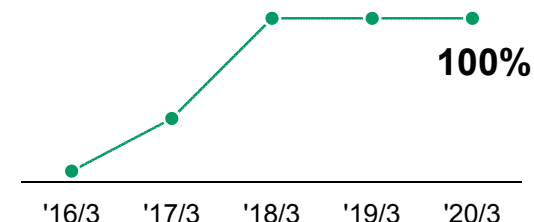


Diversity and Inclusion

[Proportion of female line managers*2]



[Ratio of male employees' taking child care related leave]



*1. Held during summer holidays, includes "Mirai Kids' Money Academy"

*2. RB-SR, ratio of women to the total number of those in management positions or above charged with overseeing staff

G (Corporate Governance)

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

Board of Directors

- Majority of the Board members are independent outside directors
- | | |
|------------------|---------------|
| Independent
6 | Internal
4 |
|------------------|---------------|
- Ratio of female directors: 20%
 - Chairman does not concurrently serve as an executive officer, separating management supervision and business execution

Nominating Committee

Compensation Committee

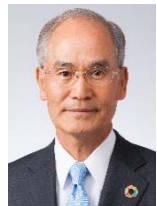
Audit Committee

- Outside directors only
- Introduced succession plan in 2007 and ensure objectivity by drawing on the advice of outside consultants
- Outside directors only
- Introduced share benefit trust as performance based stock compensation program for officers in 2020
- Majority of outside directors
- Introduced double report line system in 2016

Area of expertise of outside directors

■ Corporate management ■ Finance ■ Law ■ Marketing

Outside directors



Mitsudo Urano ■
Chairperson, Compensation Committee
Member, Audit Committee
(Former Representative Director and Chairperson of Nichirei Corporation)



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



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



Chiharu Baba ■ ■
Chairperson, Audit Committee
(Former Deputy President of Mizuho Trust & Banking)



Kimie Iwata ■
Member, Nominating Committee
Member, Compensation Committee
(Former Deputy Director-General Human Resource Development Bureau Ministry of Labor, Former Director & Executive Vice President of Shiseido)



Setsuko Egami ■
Member, Nominating Committee
Member, Compensation Committee
Professor, Faculty of Sociology, Musashi University

Internal directors



Kazuhiro Higashi
Chairman



Masahiro Minami
President and Representative Executive Officer



Mikio Noguchi
Executive Officer



Takahiro Kawashima
Member, Audit Committee

Initiatives for Corporate Governance Evolution

Our Initiatives to Improve the Effectiveness of the Board of Directors' Operations

Outside directors' meetings

- ✓ Outside directors deliberate on the results of the self-evaluation of the Board of Directors' operations

Free discussion sessions

- ✓ Utilize input from outside directors into such key activities as business strategies in a timely manner

(Main theme) Identification of issues to be addressed in the course of the formulation of the next medium-term management plan

Study sessions and onsite tours

- ✓ Facilitate understanding of the Resona Group's business operations via visits to branches and other bases as well as dialogue with frontline employees

RB and SR transition to a company with audit committees system (Jun. 2019-)

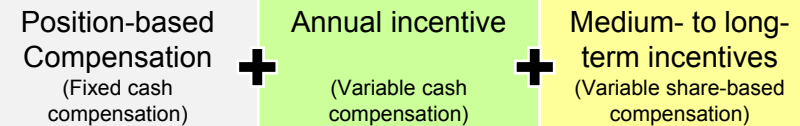
- Improve effectiveness of Board of Directors
- Enhance corporate governance framework

Glass-walled Executive room



Remuneration for directors and executive officers

■ Compensation system for executive officers



Annual incentive

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

Corporate performance

Net income attributable to owners of parent

Fee income ratio

Cost income ratio

CET1 ratio

Individual achievements

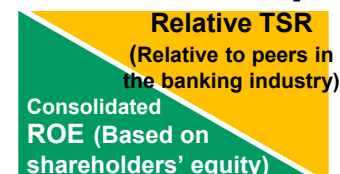
✓ Evaluate the status of initiatives aimed at helping realize SDGs

✓ Evaluate the status of medium- to long-term initiatives and the degree of accomplishment of annual targets

Medium- to long- term incentives

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

[Matrix-based evaluation based on two indices]



"Board Benefit Trust"

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

ESG-Based Recognitions and Initiatives

Status of inclusion into ESG-based stock indices

[ESG indexes selected by GPIF
(domestic stock)]

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

FTSE Blossom Japan Index



S&P/JPX Carbon Efficient Index



MSCI Japan ESG Select Leaders Index



MSCI Japan Empowering Women Index



Our support for ESG-related initiatives at home and abroad



*1. <https://www.resona-gr.co.jp/holdings/english/sustainability/award/index.html>

**Outline of Business Results for the 1Q of FY2020
and Updates on Major Businesses**

Medium-term Management Plan

Direction of Capital Management

ESG Initiatives

Reference Material

Impact from COVID-19(1)

Immediate impact of the COVID-19 on our operating results and business activities

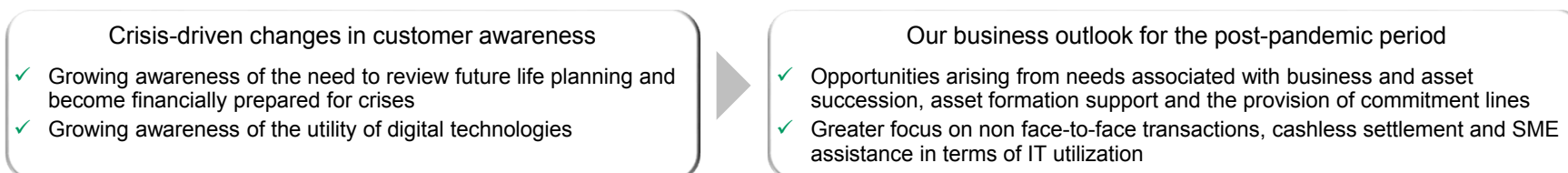
■ FY2019 (Act.) Some effect in connection with operations handled by the market and other divisions

Corporate	<ul style="list-style-type: none"> ● Saw growth in profit arising from the provision of lending-related solutions, such as those associated with loans and commitment lines, as businesses confront the need to raise funds for working capital earlier than they originally planned ● Saw the postponement of a growing number of real estate transactions and M&A deals due to restrictions on face-to-face consulting and a sense of uncertainty regarding market trends ● Recognized additional credit costs for customers in retail, tourism, restaurant, accommodation and other industries
Personal	<ul style="list-style-type: none"> ● Suffered from stagnant sales of financial products due to restrictions on face-to-face consulting and a sense of uncertainty regarding market trends. Most of our fund customers—the majority of whom hold balance-type funds—responded to the impact of the pandemic calmly thanks to our diligent efforts to provide need-to-know information ● The number of accounts opened via the Resona Group App doubled year on year, reflecting ongoing expansion in the volume of non face-to-face transactions
Market	<ul style="list-style-type: none"> ● Recorded losses on sale of securities due to confusion in the financial market

■ FY2020 (Plan) Matters to be considered due to the impact of downside factors (the deceleration of fee businesses, increase in credit costs, etc. ⇒ see also page 51)

Corporate	<ul style="list-style-type: none"> ● Maintain our structure for extending meticulous, swift and flexible support for our corporate customers via the close monitoring of their business results and fundraising activities, with our help desks operating even on weekends and holidays ● Our outstanding lending balance is higher than planned due to robust fundraising needs among businesses seeking to secure working capital; we are receiving a constant and heavy stream of inquiries regarding the provision or upward revision of commitment lines ● Progress in real estate transactions and M&A deals remains stagnant; although, in terms of credit costs, Resona has not seen the occurrence of large-scale non-performing loans so far amid this crisis
Personal	<ul style="list-style-type: none"> ● Financial product sales made a sluggish start, as unfavorable circumstances have prevailed since the end of the previous fiscal year ● The number of housing loan applicants requesting pre-lending screening decreased due to the shutdown of model rooms and other outlets
Market	<ul style="list-style-type: none"> ● Building-up trading profits in a timely manner while maintaining a conservative stance

■ Changes in customer awareness and our business outlook for the post-pandemic period



Impact from COVID-19(2) (Credit Cost)

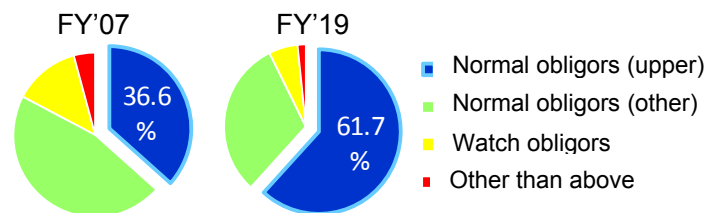
Credit cost guidance assumes 1) COVID-19 impacts to spread across broad industries, and 2) possibility of forward-looking provisions of loan loss reserves in case of prolongation

- Consolidated credit cost plan for FY'20: JPY(50.0) bn, increase by JPY27.0 bn, YoY
Credit cost ratio (13.4)bps, increase by 7.2 bps, YoY

Corporation : higher risk tolerance as compared to the Lehman crisis

Crisis nature	Lehman crisis	COVID-19
	<ul style="list-style-type: none"> ● Financial crisis driven by rapid credit contraction 	<ul style="list-style-type: none"> ● Rapid deceleration of economic activities ● Risk could be controllable given ample financial supports extended by governments and private banks till the crisis subsides

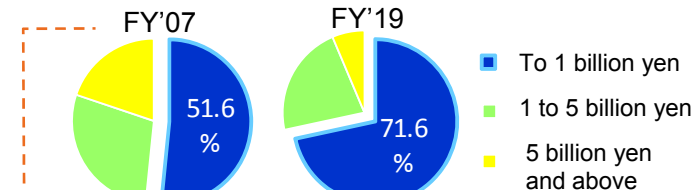
- Credit rating*1: Improvement in loan portfolio quality



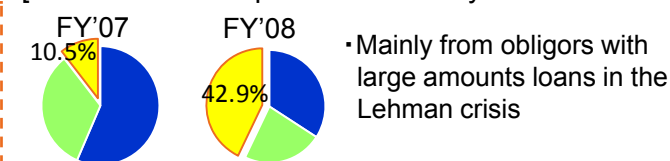
- Trend of SME's stability index: Soundness improved

	Jan. to Mar. '08	Oct. to Dec. '19
Equity capital ratio*2	30.4%	41.7%
Interest bearing liability ratio*2	31.7%	25.1%

- Loan composition of other than normal obligors by credit amounts*1: Well-diversified to small lots

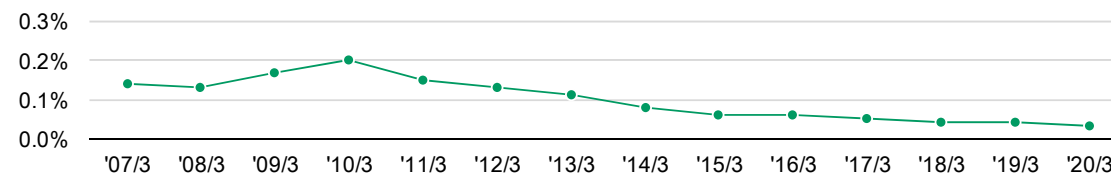


[New addition to specific reserve by credit amounts]



Housing loan: Sound portfolio based on the strict screening model

[Trend of net loss ratio (subrogation ratio x (1-recovery ratio))]



*1. RB+SR, Exposure amount basis *2. Financial Statements Statistics of Corporation, Companies capitalized at 10M-100M (JPY) excluding banking insurance industries, 4quarters moving average

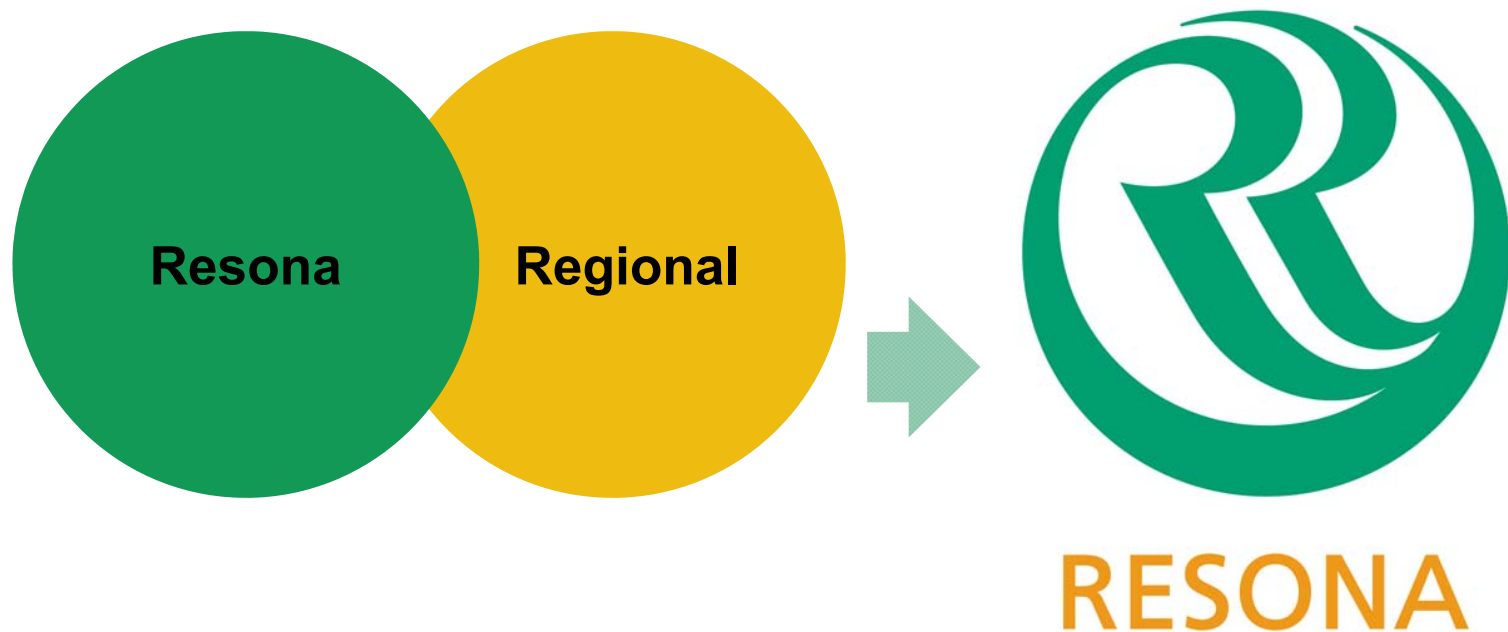
	'Mar. '08	'Mar. '09	'Mar. '10	'Mar. '20
Subrogation ratio	100	113	121	33
Collection ratio	100	93	86	111

Indexed against the data as of Mar '08=100

Resona Group's Brand Identity

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





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



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

- Two "Rs" inside a perfect circle express a sense of security and trust.
- Green suggests "gentleness" and "transparency" and orange creates a sense of "familiarity" and "warmth."

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

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

Resona's Challenges Attracting Attentions from Outside

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

Highly evaluated for our initiatives to proactively facilitating digital transformation (DX)

- ✓ **Digital Transformation Stock Selection (DX Stock) 2020 (HD)**
 - Smartphone-driven business model for individuals
 - The reform of branch counter operations by mainly using semi-self-service terminals



Highly evaluated for our initiatives to develop and popularize products facilitating SDGs and to strengthen ESG investment

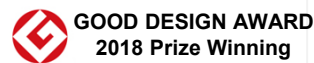
- ✓ **Principles for Financial Action for the 21st Century Winning the Minister of the Environment Award (HD, FY2018)**
- ✓ **Won a Bronze Award under the ESG Finance Award Japan program (investor category) (RAM, FY2019)**



Resona Group App outstanding design and user-friendliness



- ✓ **GOOD DESIGN AWARD 2018**
- ✓ **App Ape Award 2019**
- ✓ **App Annie Top Publisher Award 2020**



Winning Awards to Commend Leading Companies of Diversity

- ✓ **Leading companies where women shine 2018 Winning the Prime minister Award (SR)**
- ✓ **Awarded the highest gold rating in the PRIDE Index (for three consecutive years)(HD)**
- ✓ **Obtained Platinum Kurumin (all group banks)**
- ✓ **Ranked #5 in 100 Best Companies Where Women Play Active Part 2020 *1 (HD)**



Ranked first in the Japan Pension Service's Customer Satisfaction Questionnaire Survey in terms of total customer satisfaction rating

- ✓ **Won the Most Excellent Award under the 2020 R&I Customer Satisfaction Award program (pension category) (RB) *2**



Earned customer support thanks to our strong consulting capabilities in such fields as asset formation

- ✓ **Nikkei's survey on Banks' Retail Capability [15th (2019) (Out of 114 banks surveyed)*3]**

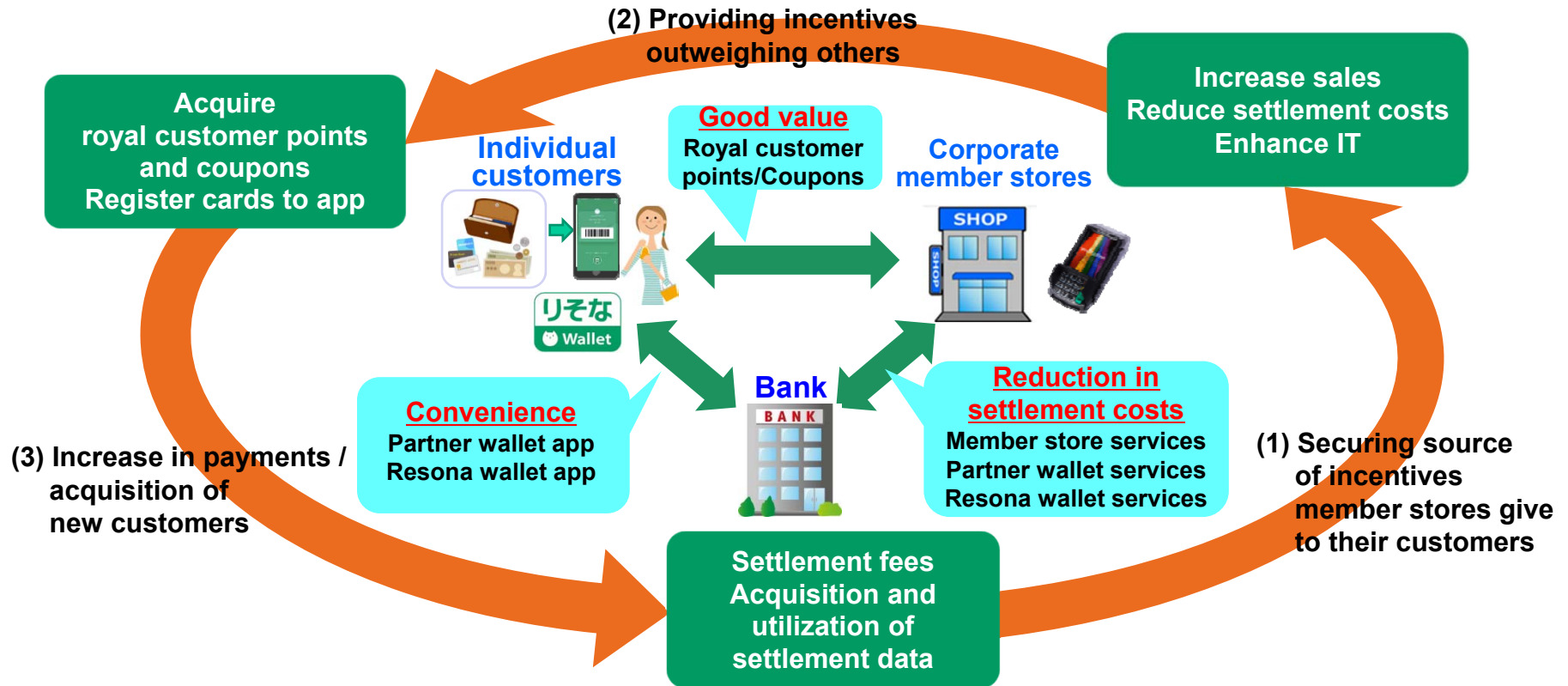
1st **Saitama Resona** 2nd **Resona** 5th **Kansai Mirai**

*1. Based on a Survey of Workplace Opportunities for Female Workers undertaken by Nikkei Woman

*2. https://www.r-i.co.jp/pension/news_flash/2020/03/news_flash_20200309_1_1.html *3. Reported on Nikkei Veritas in Sep.29, '19

Outline of Resona Cashless Platform

Promote cashless = Reduce social cost and improve corporate customers' productivity



[Customers' reasons for adopting RCP]

- Reduced settlement cost
- More efficient cash register operations employing an all-in-one terminal
- Powerful sales promotion effect (provide incentives)
- Merchant stores can opt to receive cash as frequently as every business day

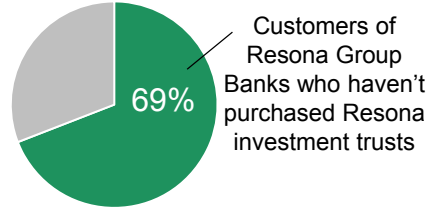
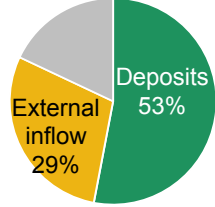
[Examples of businesses utilizing RCP]

Restaurants, car dealers, etc.

- Defining factors: a reasonable cost for introducing highly functional terminals and expectation for a positive sales effect arising from the provision of partner wallet services under the merchant's own labels

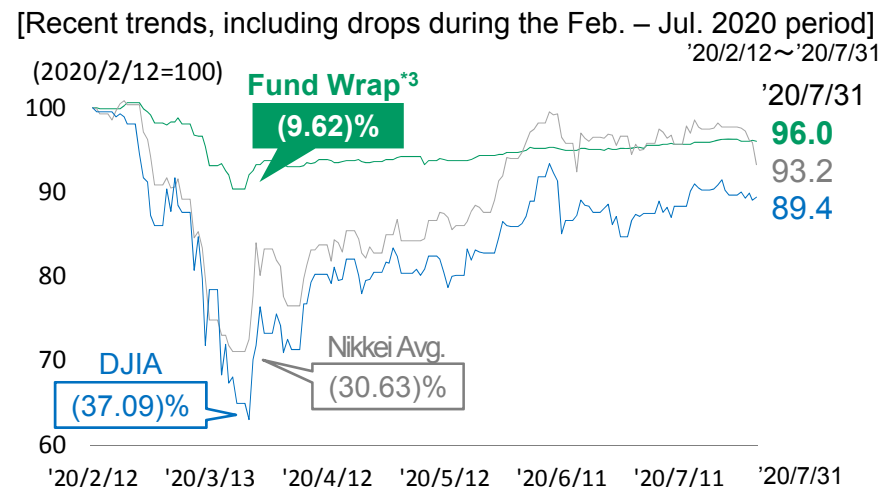
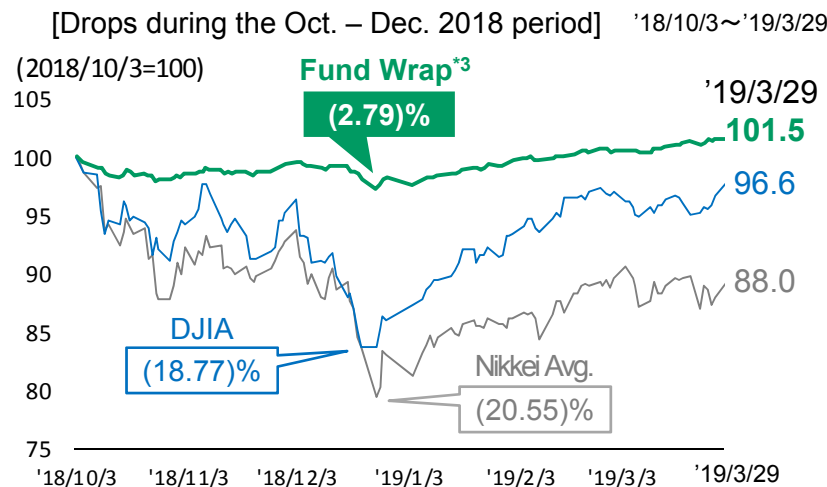
Outline of Resona Fund Wrap

Core products meeting customer needs for long-term asset formation

- **Feb. '17~: Balance as of June 30, '20** Approx. JPY410.0 bn
- **Cost competitive**
⇒ Lowest level of investment advisory fees in the industry
- **Operation course according to customer's request**
 - Standard course JPY3 million~, index fund investment
 - Premium course JPY5 million~, mainly active fund investment
- Welcome Plan: JPY300,000 minimum (Jun. '18~)
 - Fees only incurred for success*1
 - 77% of fund wrap accounts reached the profit-lock-in point (as of Mar. 31, '20)
- Periodic receipt service meeting customer needs for spending (May '19~)
- **Shift from savings to asset formation**
 - [FW customer attributes]
 
 - [Anticipated source of new FW contracts]
 

Positive effects arising from Resona's diversified investment approach despite market volatility attributable to the novel coronavirus pandemic

Comparisons of most radical drops in market prices in a stock price correction phase
(benchmark is set at the last record high hit by the NY Dow Jones Industrial Average)*2



*1. Investment advisory fees consist only of success-based fees determined in accordance with performance. Regardless of the existence or absence of excess returns, customers are asked to indirectly bear trust fees and other expenses associated with investment trusts designed solely for the fund wraps in which they invest.

*2. Prepared by Resona HD based on data publicized Bloomberg

*3. Resona Standard Prudent-Type FW (including investments in alternative and emerging countries)

Resona's Overseas network

Covering the Asia and US via overseas bases and partner banks

■ Station Japanese-speaking Resona staff in 15 locations to provide meticulous services

- Dispatch Resona staff to BIDV (Hanoi) (Oct. '19~)

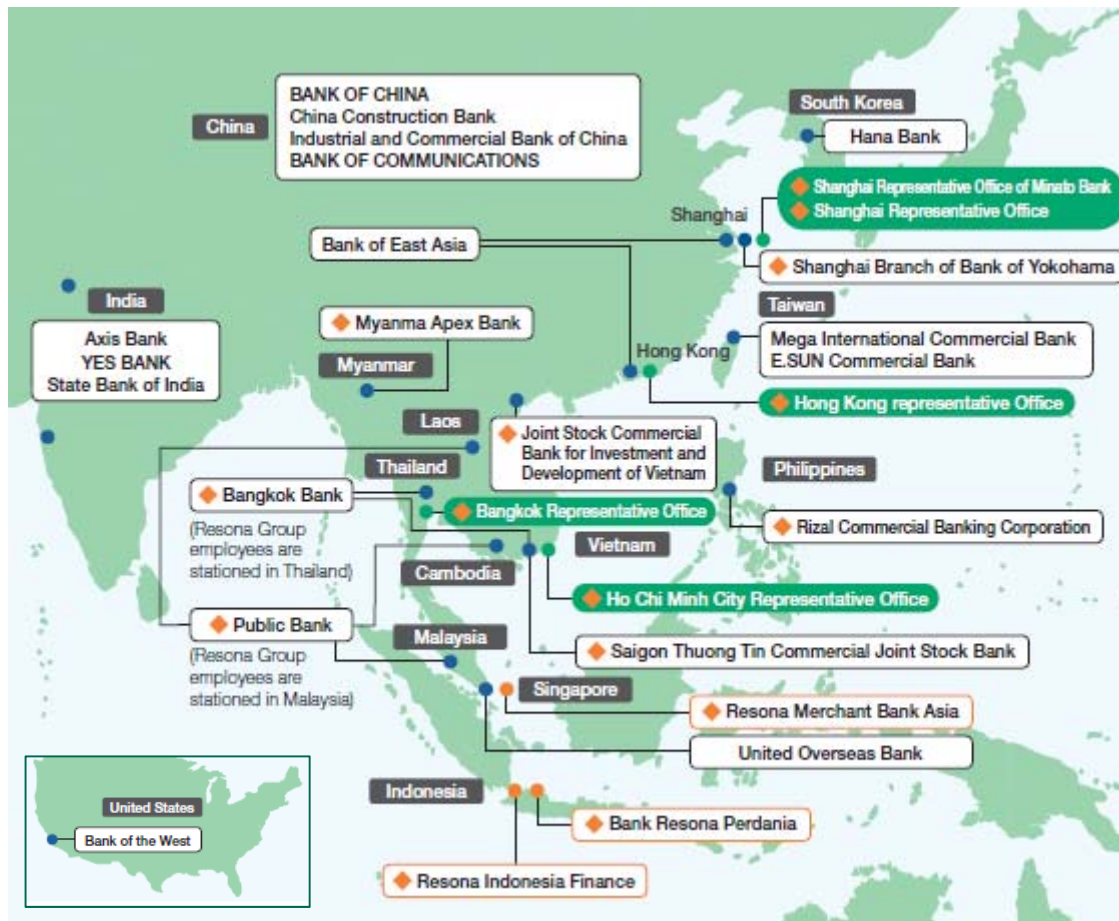
■ Provide a wide range of consultations concerning overseas expansion, financing, etc.

■ Strengthen the customer support by Expanding overseas network

- Concluded a memorandum for business cooperation with E.SUN Commercial Bank (Mar. '20~)
- Concluded an agreement for capital and business alliance with SAC Capital (Singapore) (Aug. '20~)

■ Provide solutions via local subsidiaries

- Bank Resona Perdana (Indonesia)
 - Boasting a business track record spanning more than 60 years and full-fledged banking functions serving locals
- Resona Merchant Bank Asia (Singapore)
 - Lending, M&A assistance, consulting, etc. in ASEAN, Hong Kong and India.
 - Aug. '19 JPY10.0 bn capital increase

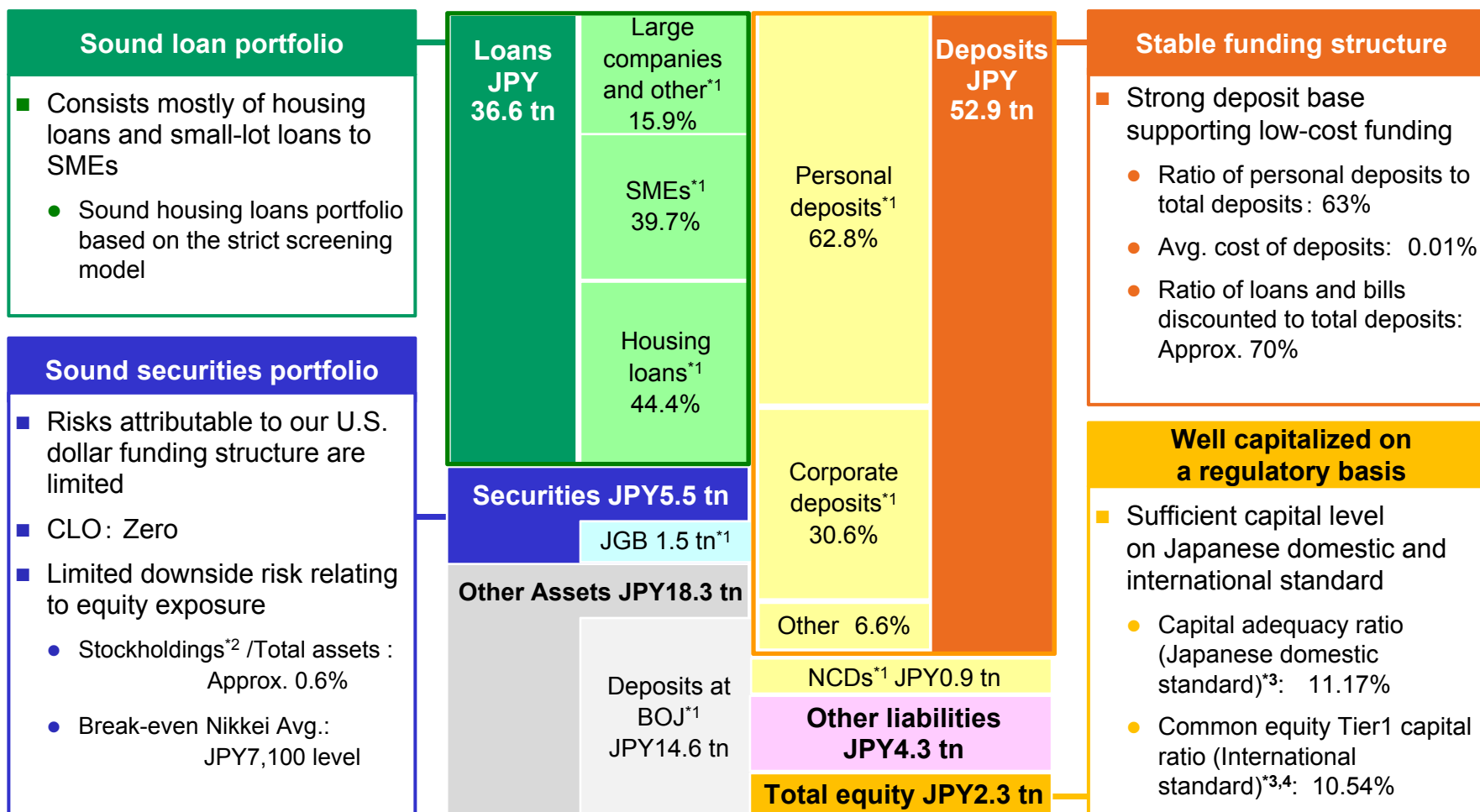


Sound Balance Sheet

HD
Consolidated

Structure that is relatively resilient against the negative impact of COVID-19 (As of March 31, 2020)

Total assets JPY60.5 tn

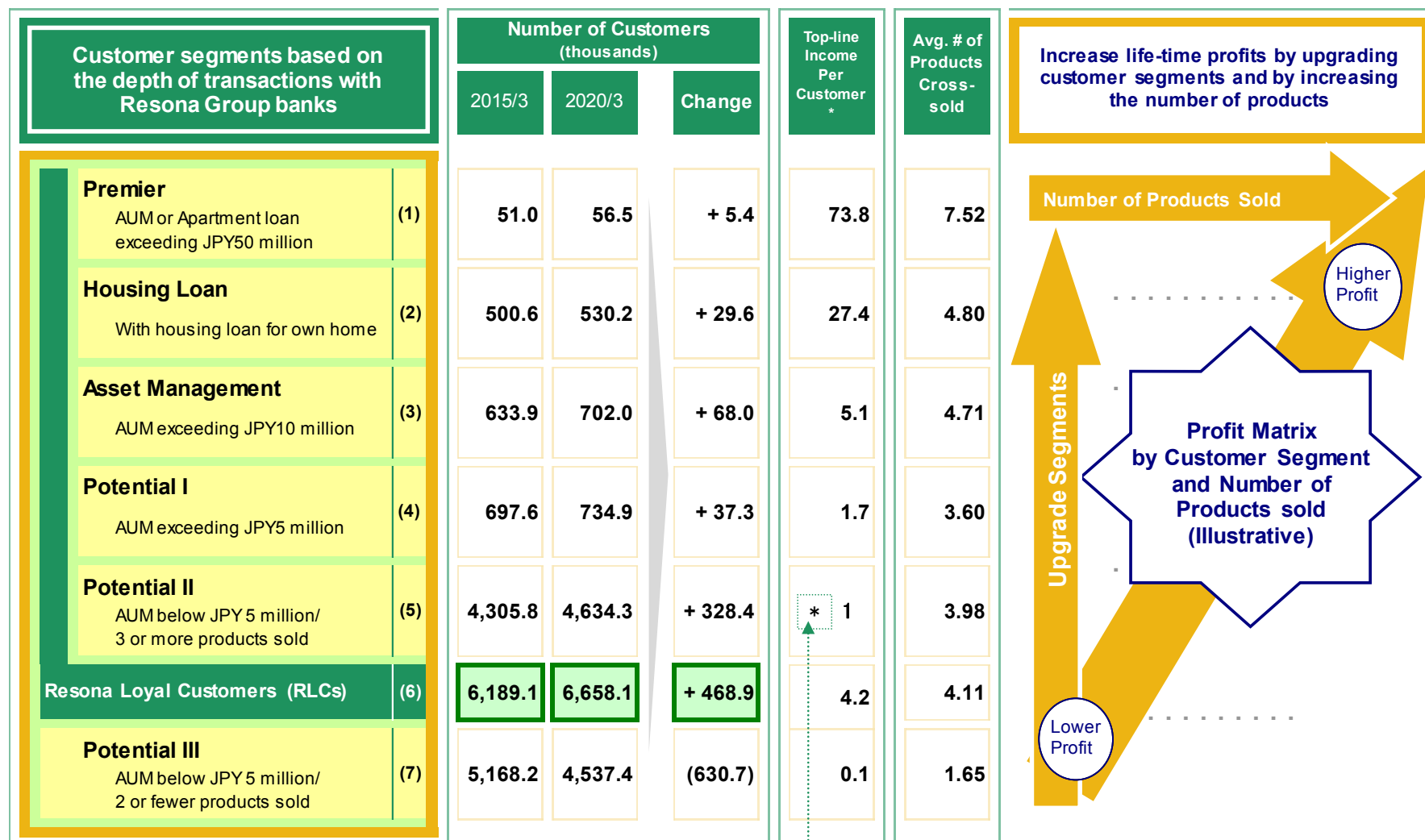


*1. Total of group banks *2. At cost *3. Basel 3, Common Equity Tier1 capital ratio is for a reference purpose only
*4. Exclude unrealized gains on available-for-sale securities

Measures to Build Multifaceted Business Relationships with Customers

Total of
Two Banks
(RB, SR)

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



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

Business Results by Major Group Business Segments

Management accounting by major group business lines (FY2019)

(JPY bn, %)

Resona Group Business Segments		Profitability			Soundness	Net operating profit after a deduction of credit cost										
		Net profit after a deduction of cost on capital	Risk-adjusted return on capital	Cost to income ratio	Internal CAR	Actual net operating profit								Credit cost		
						RVA ^{*1}	RAROC	OHR	YoY Change	YoY Change	Gross operating profit		Operating expense		YoY Change	YoY Change
Customer Divisions (1)		31.2	14.7%	65.4%	9.1%	140.6	(33.4)	157.3	(13.1)	455.6	(13.4)	(298.3)	+0.3	(16.7)	(20.2)	
Personal Banking (2)		21.9	24.1%	77.5%	9.1%	41.8	(12.3)	44.0	(8.8)	196.1	(9.8)	(152.0)	+0.9	(2.1)	(3.4)	
Corporate Banking (3)		9.3	12.6%	56.3%	9.1%	98.7	(21.1)	113.3	(4.2)	259.5	(3.6)	(146.2)	(0.6)	(14.5)	(16.8)	
Markets (4)		39.5	45.1%	14.8%	14.5%	53.0	+34.3	53.0	+34.3	62.2	+35.0	(9.2)	(0.6)	-	-	
KMFG (5)		(30.5)	4.8%	79.7%	7.9%	22.6	(2.3)	28.8	(1.1)	142.4	(3.9)	(113.6)	+2.8	(6.2)	(1.1)	
Total ^{*2} (6)		(32.9)	11.1%	63.7%	8.7%	214.4	(4.7)	237.4	+16.9	654.1	+15.1	(417.1)	+3.4	(22.9)	(21.6)	

*1. RVA: Resona Value Added (Net profit after a deduction of cost on internally allocated capital)

*2. Numbers reported above refer to 2 Resona Group banks and consolidated subsidiaries

Consolidated Subsidiaries and Affiliated Companies

Major consolidated domestic subsidiaries (excluding group banks)

(JPY bn)

Name		Line of business	Capital contribution ratio	Fiscal year	Net income	YoY change
Resona Guarantee Co., Ltd.	(1)	Credit guarantee (Mainly mortgage loan) Japan's highest class of residential housing loan guarantee balances	Resona Holdings 100%	FY'19 (Mar.31 2020)	10.8	(3.6)
Resona Card Co., Ltd.	(2)	Credit card Credit guarantee 1.5 million card members	Resona Holdings 77.5% Credit Saison 22.4%	FY'19 (Mar.31 2020)	1.5	+0.1
Resona Kessai Service Co., Ltd.	(3)	Collection service Factoring Collection services with 50 million cases annually	Resona Holdings 100%	FY'19 (Mar.31 2020)	0.8	+0.3
Resona Research Institute Co., Ltd.	(4)	Business consulting service Management consulting with 800 project annually	Resona Holdings 100%	FY'19 (Mar.31 2020)	0.1	(0.0)
Resona Capital Co., Ltd.	(5)	Venture capital IPO support, SME business succession, re-growth support	Resona Holdings 100%	FY'19 (Mar.31 2020)	0.0	(0.0)
Resona Business Service Co., Ltd.	(6)	Back office work Employment agency Practices quick and accurate operations	Resona Holdings 100%	FY'19 (Mar.31 2020)	0.0	(0.0)
Resona Asset Management Co., Ltd.	(7)	Investment management business Business started in Sep. 2015 utilizing 50 years of RB pension management expertise	Resona Holdings 100%	FY'19 (Mar.31 2020)	1.7	+1.6
Total (7 Companies)					15.2	(1.6)

Major consolidated overseas subsidiaries

Name		Line of business	Capital contribution ratio	Fiscal year	Net income	YoY change
P.T. Bank Resona Perdania	(8)	Banking business (Indonesia) Oldest Japan-affiliated bank in Indonesia	Resona Group 48.4% (Effective control approach)	FY'19 (Dec.31 2019)	0.5	+0.4
P.T. Resona Indonesia Finance	(9)	Leasing business (Indonesia)	Resona Group 100%	FY'19 (Dec.31 2019)	(0.5)	(0.5)
Resona Merchant Bank Asia	(10)	Finance, M&A (Singapore) Became consolidated subsidiary July 2017; direct financing and M&A brokerage, etc.	Resona Group 100%	FY'19 (Dec.31 2019)	(0.0)	+0.5
Total (3 Companies)					(0.0)	+0.4

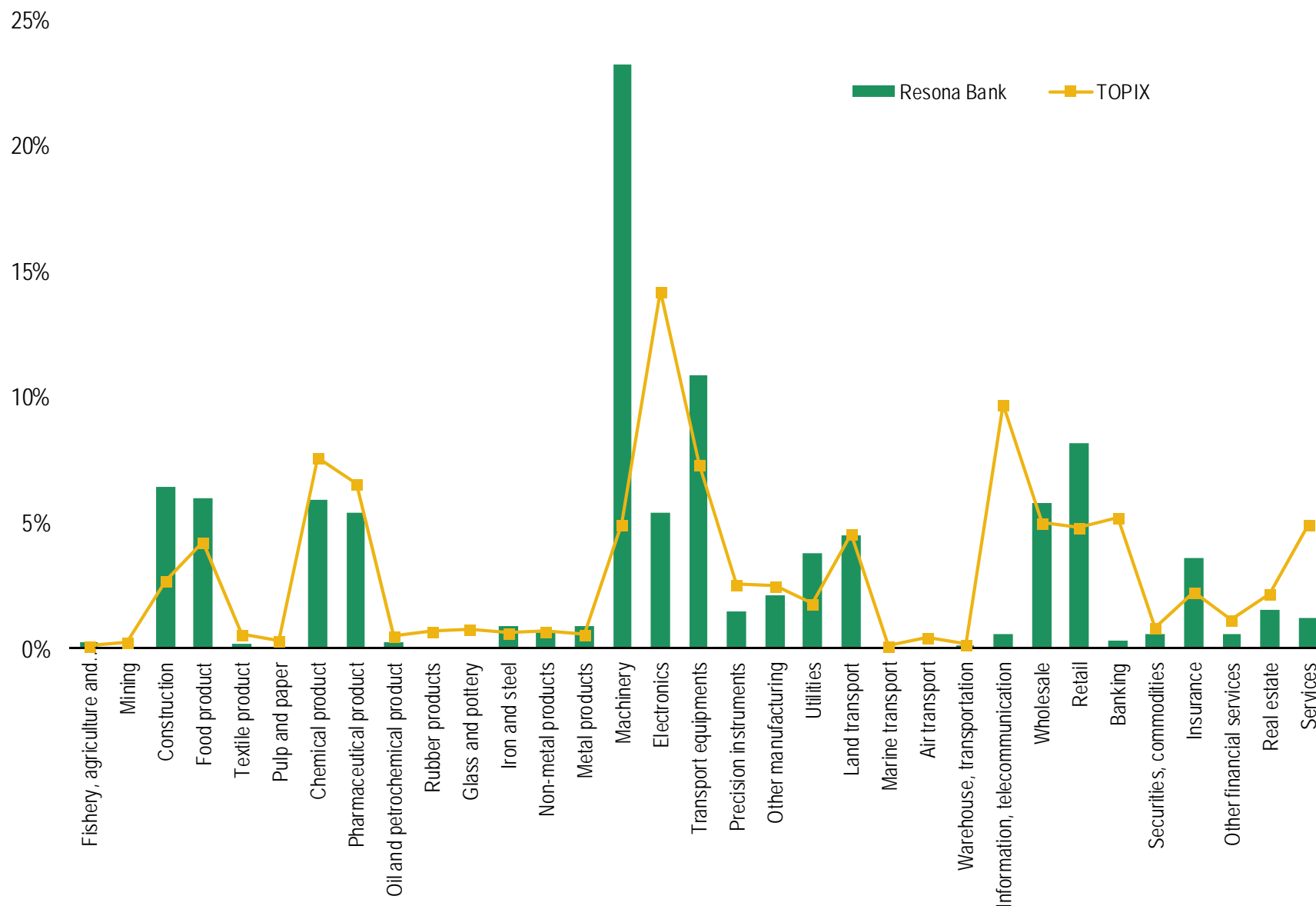
Affiliated companies accounted for by the equity method

Name		Line of business	Capital contribution ratio	Fiscal year	Net income	YoY change
JTC Holdings, Ltd.	(11)	Supervision of subsidiaries' operations and other ancillary businesses One of the largest asset size in Japan	Resona Group 16.6% Sumitomo Mitsui Trust HD 33.3%	FY'19 (Mar.31 2020)	0.5	(0.0)
NTT Data Sofia	(12)	IT system development Became affiliated company accounted for by the equity method in Oct. 2017; responsible for the system development of the group	Resona Holdings 15% NTT Data 85%	FY'19 (Mar.31 2020)	0.4	+0.2
D&I Information Systems	(13)	IT system development	Resona Holdings 15% IBM Japan 85%	FY'19 (Dec.31 2019)	0.2	(0.0)
Shutoken Leasing	(14)	Leasing business Became affiliated company accounted for by the equity method in Jul. 2018; responsible for the leasing business of the group	Resona Holdings 20.26% Mitsubishi UFJ Lease & Finance 70.71%	FY'19 (Mar.31 2020)	0.9	(0.1)
DFL Lease	(15)	Leasing business	Resona Holdings 20% Mitsubishi UFJ Lease & Finance 80%	FY'19 (Mar.31 2020)	0.5	(0.0)
Total (5 Companies)					2.8	(0.0)

* Fiscal year end of the overseas subsidiaries (8)-(10) and D&I Information Systems (13) are December 31.
HD's consolidated business results reflect the accounts of these subsidiaries settled on December 31.

Stocks Held by Industry (March 31, 2020)

RB



(Balance sheet amount)

Swap Positions by Remaining Periods

HD
Consolidated

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

(JPY bn)

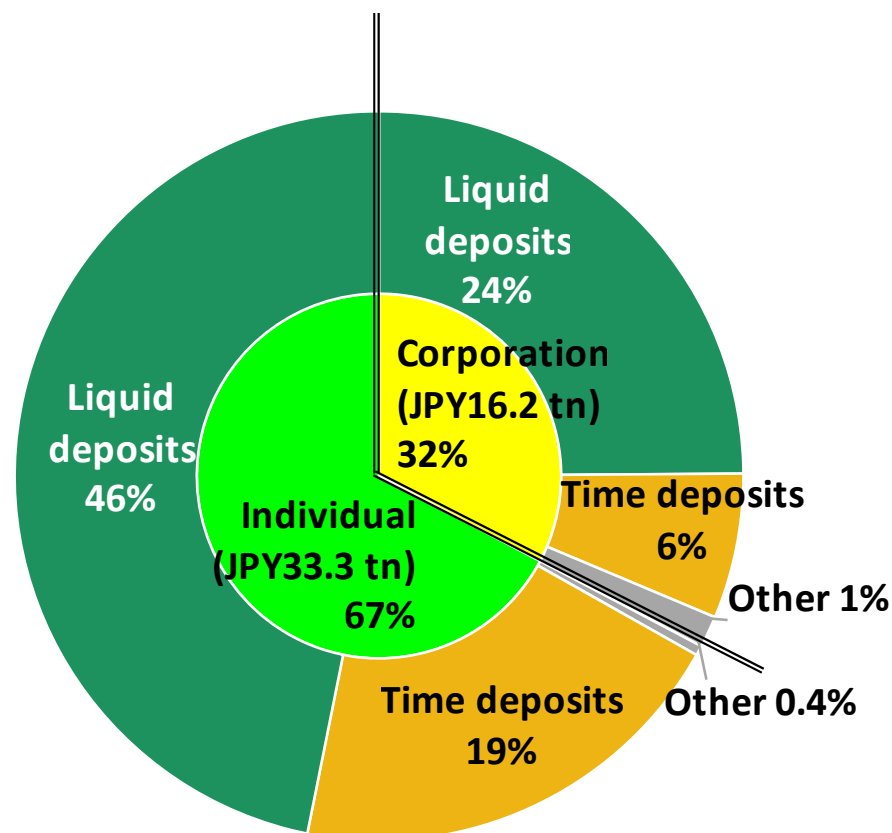
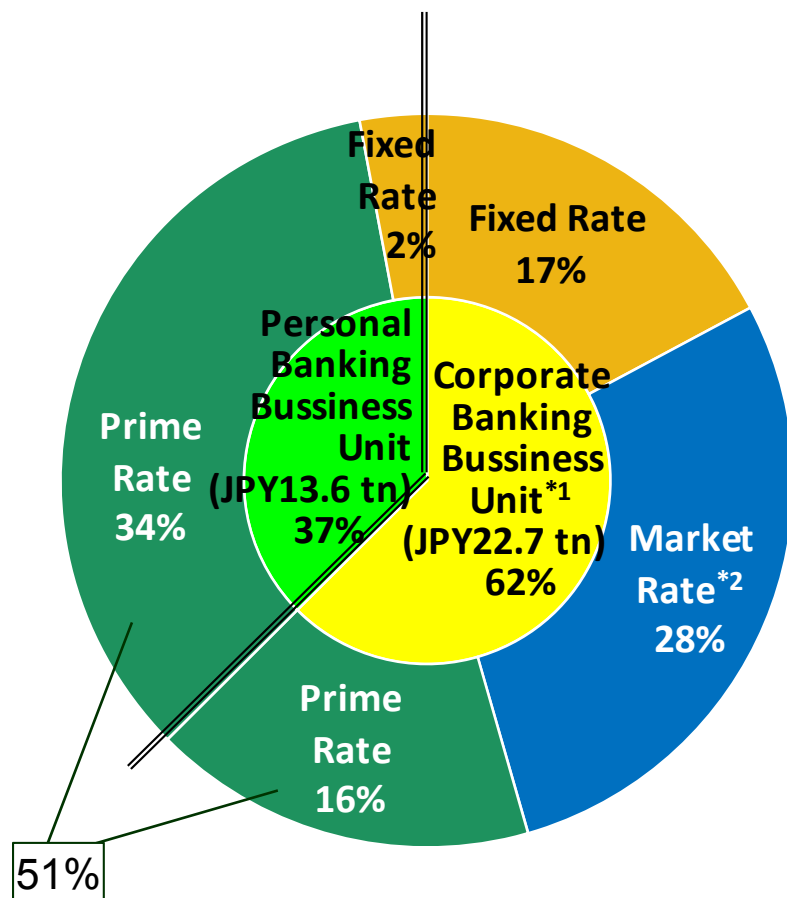
		Mar. 31, 2020				Mar. 31, 2019			
		Within 1 year	1 to 5 years	Over 5 years	Total	Within 1 year	1 to 5 years	Over 5 years	Total
Receive fixed rate/ Pay floating rate	(1)	150.0	890.0	400.0	1,440.0	215.0	910.0	530.0	1,655.0
Receive floating rate/ Pay fixed rate	(2)	230.4	418.0	364.7	1,013.2	57.6	473.1	546.6	1,077.3
Net position to receive fixed rate	(3)	(80.4)	471.9	35.2	426.7	157.3	436.8	(16.6)	577.6

Composition of Loan Portfolio and Deposits (March 31, 2020)

Total of
Group Banks

Loans^{*1}

Deposits^{*3}



*1. Corporate Banking Business Unit includes apartment loans

*2. Market rate-linked loans include the fixed-rate (spread) loans maturing in less than one year

*3. Domestic individual deposits + Domestic corporate deposits

Maturity Ladder of Loan and Deposit (Domestic Operation)

Total of
Two Banks
(RB, SR)

Loans and bills discounted

[End of March 2019]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Fixed rate	(1)	1.0%	1.0%	6.1%	15.2%	23.5%
Prime rate-based	(2)	45.6%	0.0%			45.7%
Market rate-based	(3)	29.7%	1.0%			30.7%
Total	(4)	76.4%	2.1%	6.1%	15.2%	100.0%

Loans maturing
within 1 year

78.5%

[End of March 2020]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Fixed rate	(5)	0.9%	0.8%	6.1%	14.1%	22.0%
Prime rate-based	(6)	45.6%	0.0%			45.6%
Market rate-based	(7)	31.2%	0.9%			32.2%
Total	(8)	77.8%	1.8%	6.1%	14.1%	100.0%

Loans maturing
within 1 year

79.7%

[Change in FY2019]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Fixed rate	(9)	(0.0)%	(0.1)%	(0.0)%	(1.1)%	(1.4)%
Prime rate-based	(10)	(0.0)%	(0.0)%			(0.0)%
Market rate-based	(11)	+1.5%	(0.0)%			+1.4%
Total	(12)	+1.3%	(0.2)%	(0.0)%	(1.1)%	-

Loans maturing
within 1 year

+1.2%

Deposits

[End of March 2019]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Liquid deposits	(1)	39.7%	1.9%	7.7%	26.9%	76.4%
Time deposits	(2)	11.5%	6.4%	4.3%	1.3%	23.5%
Total	(3)	51.2%	8.3%	12.0%	28.2%	100.0%

[End of March 2020]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Liquid deposits	(4)	40.9%	1.9%	7.8%	27.0%	77.8%
Time deposits	(5)	10.8%	6.1%	4.1%	1.0%	22.1%
Total	(6)	51.7%	8.1%	11.9%	28.1%	100.0%

[Change in FY2019]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Liquid deposits	(7)	+1.2%	+0.0%	+0.0%	+0.1%	+1.3%
Time deposits	(8)	(0.6)%	(0.2)%	(0.1)%	(0.2)%	(1.3)%
Total	(9)	+0.5%	(0.2)%	(0.0)%	(0.1)%	-

Migrations of Borrowers (1H of FY2019)

RB

■ Exposure amount basis (Migrations of borrowers for 1H of FY2019*1)

		End of September 2019									Upward Migration	Downward Migration
		Normal	Other Watch	Special Attention	Doubtful	Effectively Bankrupt	Bankrupt	Other	Collection, Repayments	Assignments, Sale		
End of March 2019	Normal	98.5%	0.9%	0.0%	0.0%	0.0%	0.0%	0.6%	0.6%	0.0%	-	0.9%
	Other Watch	13.4%	80.7%	0.7%	1.8%	0.1%	0.1%	3.2%	3.2%	0.0%	13.4%	2.7%
	Special Attention	3.4%	5.8%	76.1%	10.9%	0.9%	0.8%	2.0%	2.0%	0.0%	9.3%	12.6%
	Doubtful	1.3%	6.5%	0.4%	82.9%	3.3%	0.5%	5.1%	5.1%	0.0%	8.2%	3.8%
	Effectively Bankrupt	0.2%	0.1%	0.0%	0.6%	88.0%	4.5%	6.7%	6.6%	0.1%	0.9%	4.5%
	Bankrupt	0.0%	0.0%	0.0%	2.2%	0.0%	93.2%	4.5%	0.8%	3.7%	2.2%	-

*1. Above table shows how a borrower belonging to a particular borrower category as of the end of March 2019 migrated to a new category as of the end of September 2019.

Percentage points are calculated based on exposure amounts as of the end of March 2019.

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

"Other" as of the end of September 2019 refers to those exposures removed from the balance sheet due to collection, repayments, assignments or sale of claims.

Migrations of Borrowers (2H of FY2019)

RB

■ Exposure amount basis (Migrations of borrowers for 2H of FY2019*1)

		End of March 2020									Upward Migration	Downward Migration
		Normal	Other Watch	Special Attention	Doubtful	Effectively Bankrupt	Bankrupt	Other	Collection, Repayments	Assignments, Sale		
End of September 2019	Normal	98.4%	0.8%	0.0%	0.0%	0.0%	0.0%	0.7%	0.7%	0.0%	-	0.9%
	Other Watch	6.6%	85.9%	2.2%	1.5%	0.2%	0.1%	3.4%	3.4%	0.0%	6.6%	4.0%
	Special Attention	1.7%	4.6%	66.9%	5.9%	0.1%	0.0%	20.8%	20.8%	0.0%	6.3%	6.0%
	Doubtful	1.5%	5.9%	0.4%	79.7%	6.7%	2.0%	3.9%	3.9%	0.0%	7.8%	8.6%
	Effectively Bankrupt	0.1%	0.1%	0.0%	0.2%	78.3%	8.1%	13.3%	3.7%	9.6%	0.3%	8.1%
	Bankrupt	0.0%	0.0%	0.0%	1.5%	0.0%	86.3%	12.2%	0.5%	11.7%	1.5%	-

*1. Above table shows how a borrower belonging to a particular borrower category as of the end of September 2019 migrated to a new category as of the end of March 2020.

Percentage points are calculated based on exposure amounts as of the end of September 2019.

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

"Other" as of the end of March 2020 refers to those exposures removed from the balance sheet due to collection, repayments, assignments or sale of claims.

List of Subordinated Bonds (June 30, 2020)

RB

Amount outstanding	Issue date	Maturity	Dividend rate
JPY40.0 bn	September 28, 2010	September 28, 2020	1.606%
JPY25.0 bn	June 1, 2011	June 1, 2021	1.878%
JPY20.0 bn	December 22, 2011	December 22, 2026	2.442%
JPY35.0 bn	March 14, 2012	March 15, 2022	1.78%
JPY16.0 bn	March 14, 2012	March 15, 2027	2.464%

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

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

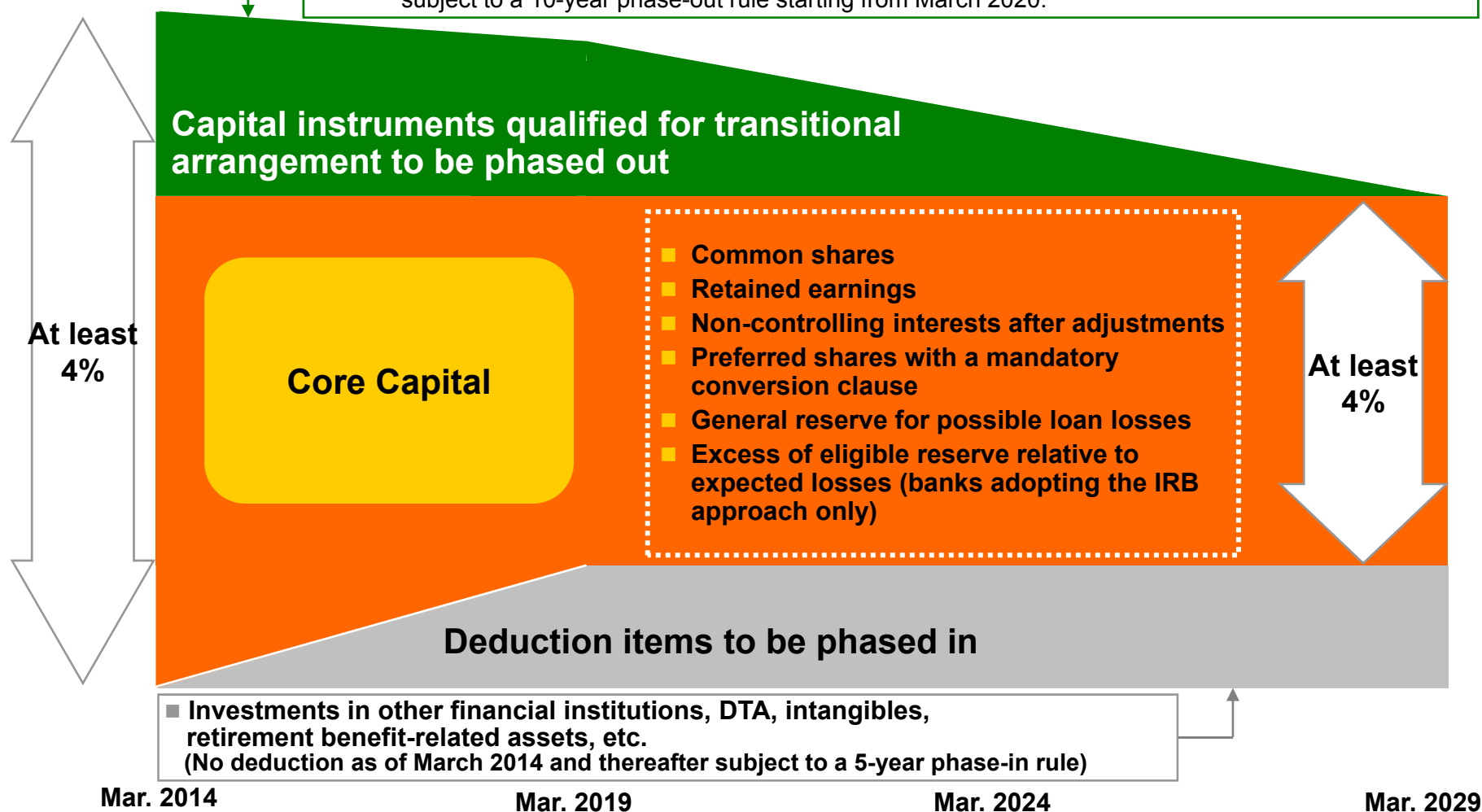
- With Basel 3 finalized, local authorities are currently formulating the domestic rules.
- At present there is no regulation which cause serious impacts on Resona.

Major regulatory items	Outline of regulation	Important updates
Finalization of Basel 3 <ul style="list-style-type: none"> • Review of Standardized Approach (SA) (Credit and operational risks) • Review of IRB approach • Capital floor based on SA 	Reviewing credit risk calculation method to enhance the risks sensitivity and improve comparability. Reviewing operational risk calculation method to reflect loss data. New capital floor rule requiring a reference to the SA (final output floor calibration : 72.5%).	<ul style="list-style-type: none"> • The Implementation date has been deferred by one year to 2023. • Common Equity Tier 1 (CET1) capital ratio based on finalized Basel 3 (excluding net unrealized gains on available-for-sale securities) is around 9.1%※ ※Trial calculation to CET1 capital ratio of 10.54% as of Mar. 31, 2020 by only taking in consideration the estimated increase in RWAs due to the finalization of Basel 3 (SA and capital floor revisions, fully phased-in basis).
Liquidity regulations (LCR/NSFR)	[LCR] Requiring banks to hold high-quality liquid assets to prepare for significant outflow of funds under a severe stress. [NSFR] Requiring banks to hold certain capital and liabilities for the risk of having illiquid assets.	<ul style="list-style-type: none"> • Minimum requirements are applicable to banks subject to the International standard. • Implementation schedule of NSFR regulations has yet to be determined.
Leverage ratio	Introduced to complement capital adequacy ratio requirements. Tier 1 capital as a numerator. Exposure amount, not RWA, to be a denominator.	
IRRBB (interest rate risk in the banking book)	To strengthen the interest rate risk management by measuring the decline in economic value of equity (Δ EVE) and net interest income (Δ NI) under certain interest rate shock scenarios.	<ul style="list-style-type: none"> • Pillar 2 regulation. The threshold of ΔEVE is set at within 15% of Tier 1 capital (in case of domestic standard banks, within 20% of Total capital), the figures are within the threshold.
Derivatives-related (Margin requirements, SA-CCR, CVA, etc.)	Requiring banks to pay/receive margins for OTC derivatives not to be cleared by CCP, reviewing the calculation method of derivatives exposure and CVA.	<ul style="list-style-type: none"> • Resona is subject to variable margin requirements from March 2017. Initial margin requirements are scheduled to be introduced after September 2021. • Adoption of SA-CCR (Standardized Approach) is optional for the time being. • Accounting CVA will be introduced from the first quarter of 2021.
Various capital buffers G-SIBs/D-SIBs, TLAC	Capital buffer requirements include capital conservation buffer, counter-cyclical buffer and SIBs' buffer. TLAC requires banks to hold additional capacity to absorb loss.	<ul style="list-style-type: none"> • Capital buffers are applicable to G-SIBs/D-SIBs, and banks subject to the International standard. • TLAC was implemented in 2019 which is applicable to SIBs.

Outline of Eligible Capital under the Japanese Domestic Std.

■ Subordinated debts, preferred securities and non-convertible preferred shares

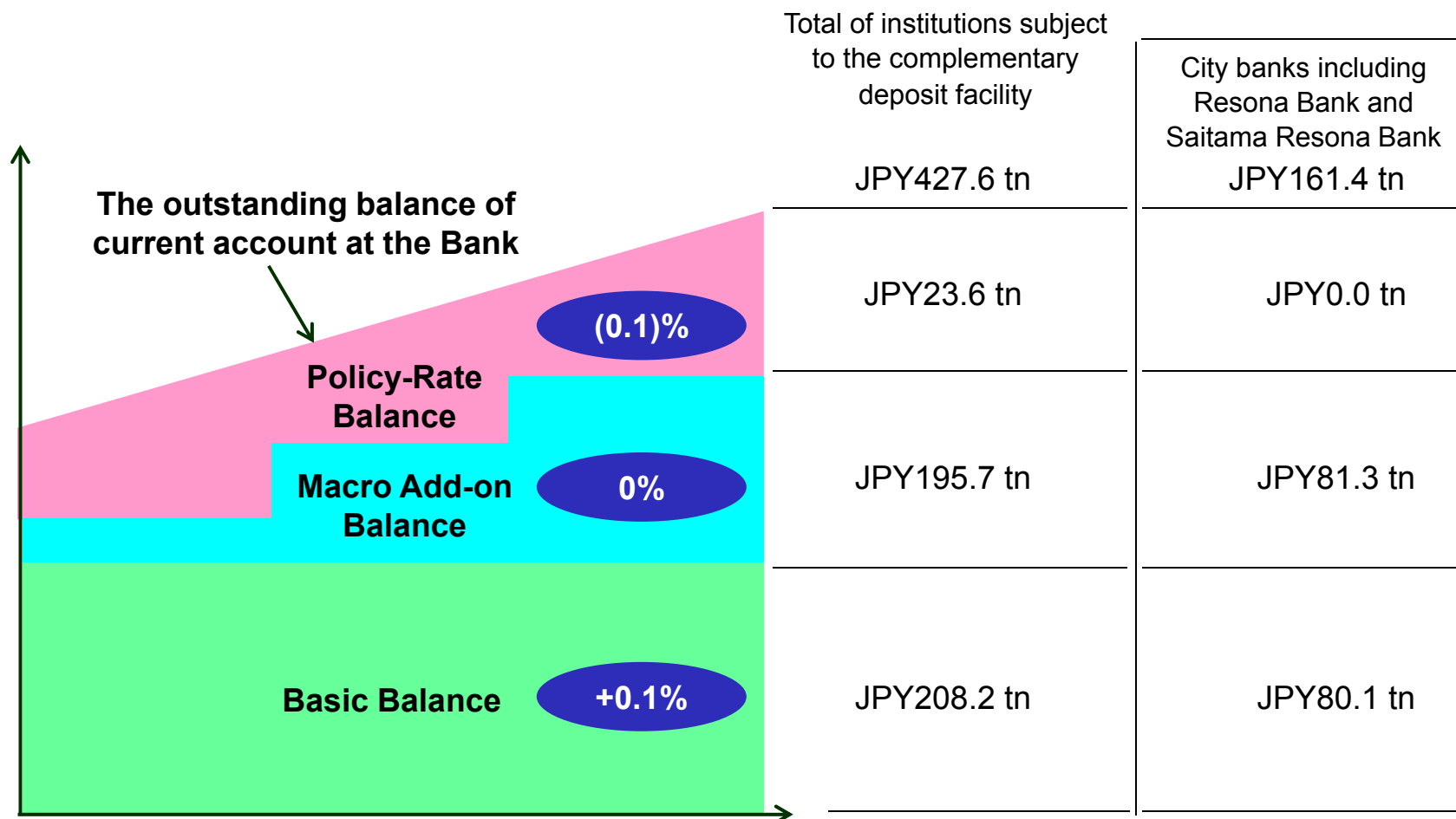
- Subordinated debts and preferred securities issued under the Basel 2 can be fully included in Core Capital as of the end of March 2014. These grandfathering items are subject to a 10-year phase-out rule starting from March 2015.
- Non-convertible preferred shares*1 can be fully included in Core Capital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



*1. Non-cumulative preferred shares other than those with a mandatory conversion feature

BOJ Current Account Balances

Monthly average balance of BOJ current account
(July 16 -August 15)



*1. Bank of Japan

Long Term Business Results

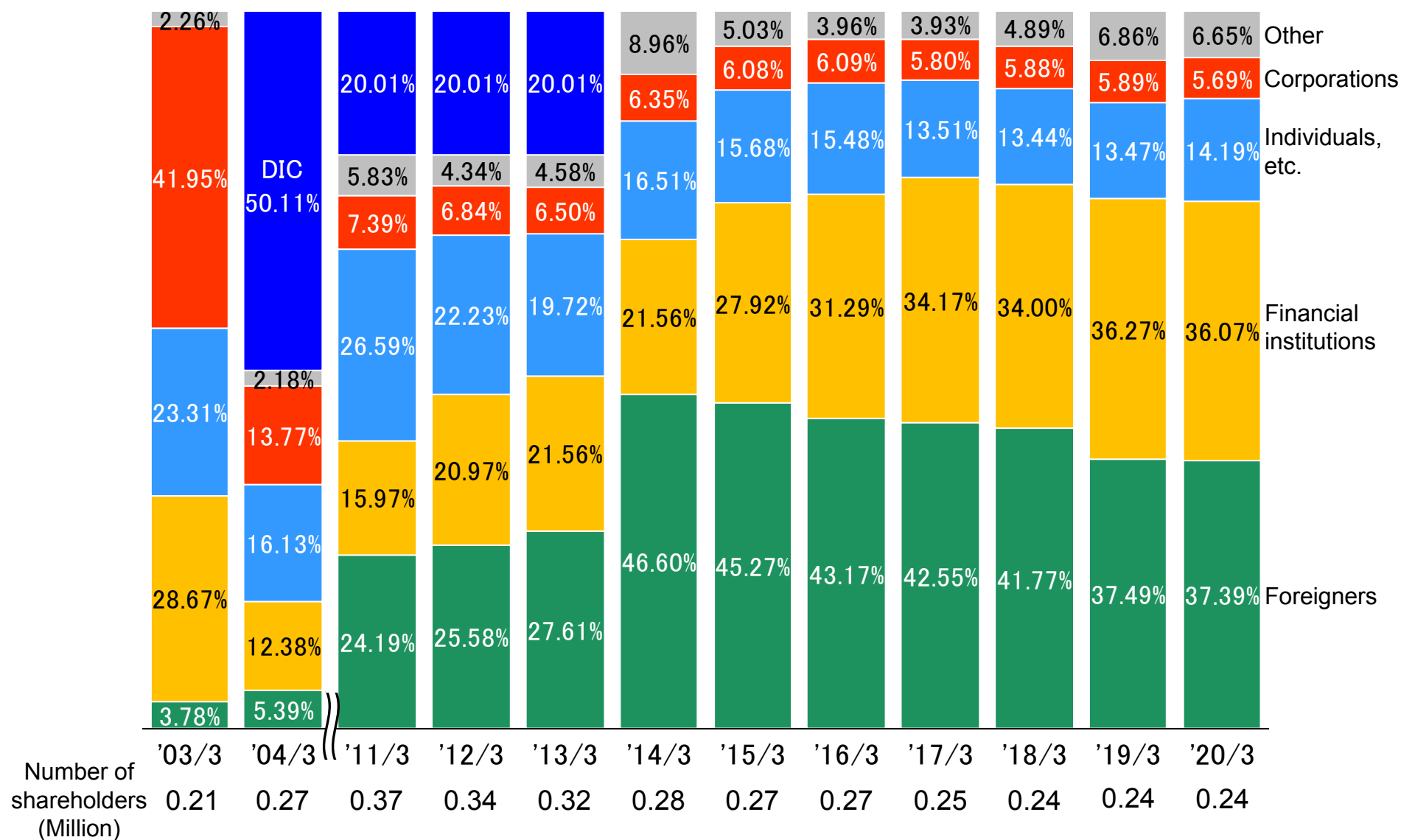
3 banks (RB,SR,KO)										After KMFG integration			
		(JPY bn)	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2017	FY2018	FY2019
PL	Consolidated	Gross operating profit	667.0	655.2	637.1	608.5	632.4	619.5	563.1	552.5	661.3	644.1	658.6
		Net interest income	484.0	463.9	443.0	430.0	425.9	401.3	377.9	368.3	454.2	435.9	431.1
		Fee incomes ^{*1}	146.8	143.1	150.6	158.7	169.2	168.7	160.6	168.0	187.7	193.8	190.2
		Operating expenses	(369.4)	(360.9)	(361.6)	(348.4)	(357.7)	(347.5)	(362.4)	(360.6)	(442.6)	(439.4)	(426.5)
		Net gains/(losses) on stocks	(0.8)	2.3	(7.5)	22.6	44.5	(6.5)	25.1	16.7	21.4	10.1	0.5
		Credit related expenses	(61.5)	(13.8)	13.0	26.4	22.3	(25.8)	17.4	14.7	10.1	(1.3)	(22.9)
		Net income attributable to owners of the parent	160.0	253.6	275.1	220.6	211.4	183.8	161.4	236.2	244.2	175.1	152.4
BS	Total of group banks	Term end loan balance	26,177.9	26,050.4	26,682.1	26,986.0	27,755.5	27,932.1	28,412.0	28,992.1	35,478.5	36,282.9	36,738.2
		Loans to SMEs and individuals	22,166.3	22,235.8	22,659.5	22,912.6	23,454.9	23,645.8	24,163.8	24,728.4	30,473.3	31,161.3	31,318.9
		Housing loans ^{*2}	12,145.4	12,250.3	12,651.9	12,918.3	13,125.0	13,188.0	13,356.3	13,331.6	15,968.5	16,223.1	16,342.6
		Residential housing loans	8,973.6	9,095.3	9,441.3	9,705.2	9,905.1	10,015.1	10,218.6	10,267.5	12,374.7	12,683.6	12,912.2
		NPL ratio	2.43%	2.32%	2.06%	1.74%	1.51%	1.51%	1.35%	1.18%	1.26%	1.18%	1.14%
		Stocks (Acquisition amount basis)	351.3	342.1	336.9	331.6	330.6	351.5	348.3	343.8	365.4	353.8	336.9
		Unrealized gains/(losses) on available-for-sale securities	92.6	131.5	257.5	332.8	573.1	460.1	555.4	649.4	672.8	598.3	420.7
Business	Total of group banks	Balance of investment products sold to individuals	3,125.6	3,177.2	3,492.5	3,538.9	3,791.5	3,751.7	3,645.7	3,618.6	4,569.7	4,762.3	4,585.8
		Investment trust/ Fund wrap	1,956.8	1,827.1	1,951.9	1,915.3	2,070.9	1,871.1	1,759.3	1,733.7	2,178.4	2,222.4	2,017.0
		Insurance	1,168.8	1,350.1	1,540.6	1,623.5	1,720.6	1,880.6	1,886.3	1,884.9	2,391.2	2,539.8	2,568.7
		Housing loan ^{*2}	1,341.1	1,301.8	1,559.5	1,478.6	1,352.9	1,292.7	1,481.4	1,174.9	1,418.4	1,577.7	1,506.3
		Residential housing loans	1,098.6	1,048.6	1,225.5	1,162.3	1,042.2	1,011.7	1,198.7	939.0	986.6	1,225.5	1,232.7
		Real estate business	6.6	7.7	7.8	8.3	11.2	13.5	13.7	13.1	13.1	13.3	12.5
Remaining public fund balance			871.6	871.6	871.6	356.0	128.0	Fully repaid in June 2015					

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

Credit Rating Information (Long Term)

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

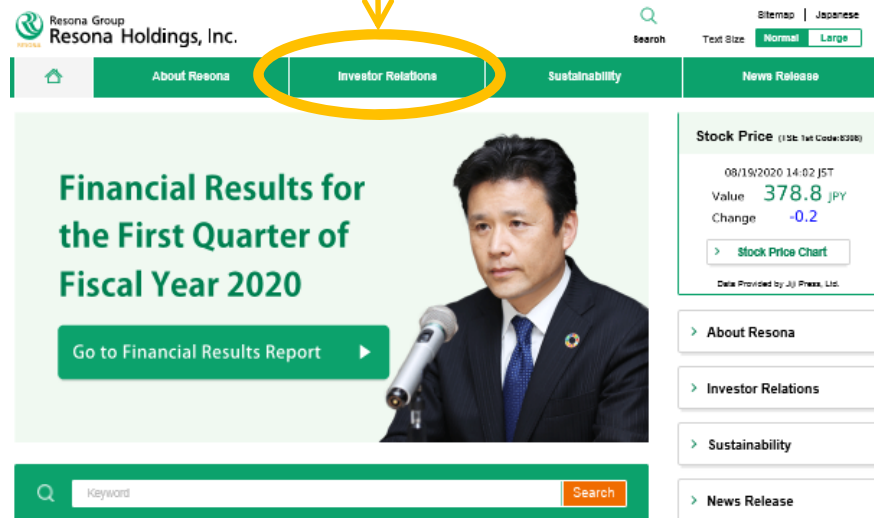
Composition of Resona HD's Common Shareholders



Proactively Communicating with Our Shareholders and Investors

Resona Group Website
<https://www.resona-gr.co.jp/holdings/english/index.html>

View IR presentation material from here

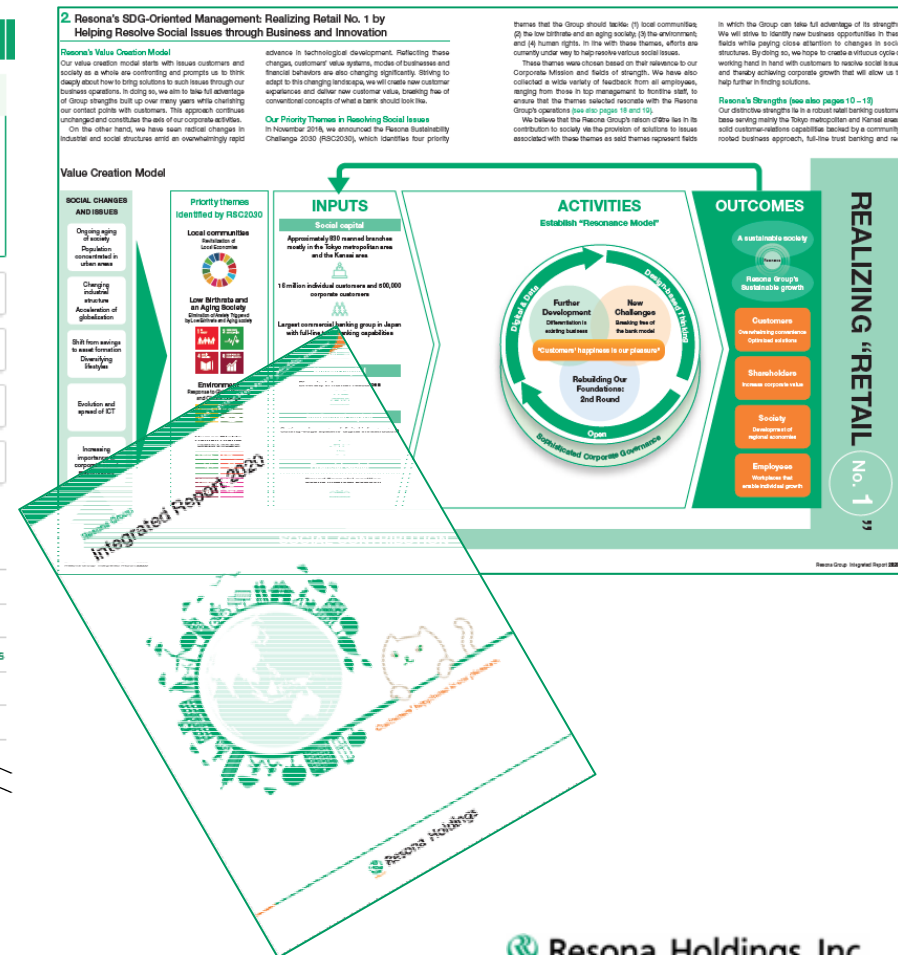


News Release

- Aug. 07, 2020 > Capital Adequacy Ratio as of June 30, 2020
- Jul. 31, 2020 > Financial Information for the First Quarter of Fiscal Year 2020
- Jul. 31, 2020 > Notice Concerning Conclusion of Contract for New Performance-Based Stock Compensation Program for Company Group Officers
- Jun. 19, 2020 > Announcement Regarding Cancellation of Treasury Shares
- Jun. 19, 2020 > Notice Regarding Issuance of New Stocks as Performance-Based Stock Compensation

Integrated Report of Resona Group

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



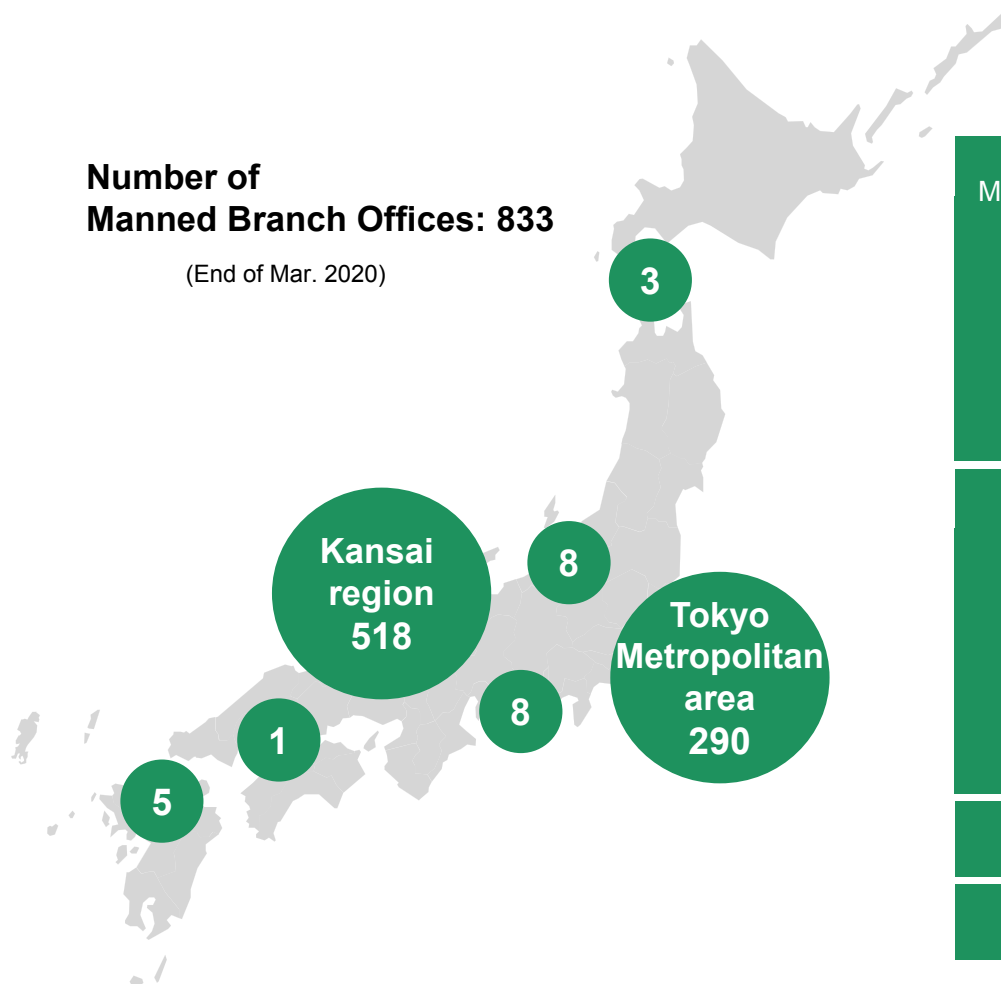
Supplementary Material

Resona Group Network

- Resona focuses management resources on Tokyo and Kansai metropolitan areas and retail banking business

**Number of
Manned Branch Offices: 833**

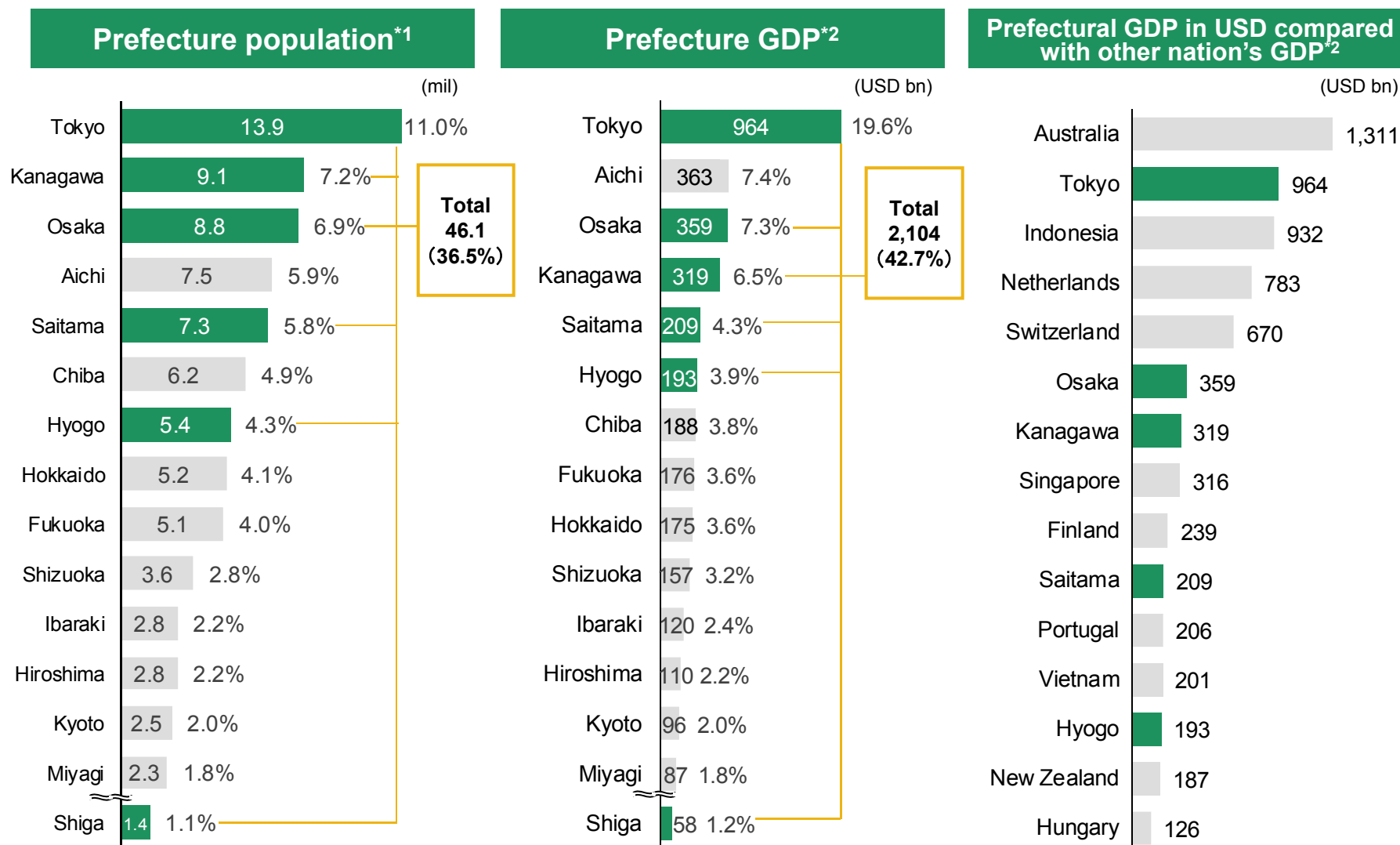
(End of Mar. 2020)



	RB	SR	KMFG	Total
Tokyo Metropolitan area	160	128	2	290
Tokyo	110	1	2	113
Kanagawa	34	0	0	34
Saitama	3	127	0	130
Kansai region	144	0	374	518
Osaka	103	0	186	289
Hyogo	21	0	118	139
Shiga	1	0	52	53
Other	21	2	2	25
Total	325	130	378	833

Population and Economic Scale of Resona's Primary Operating Base

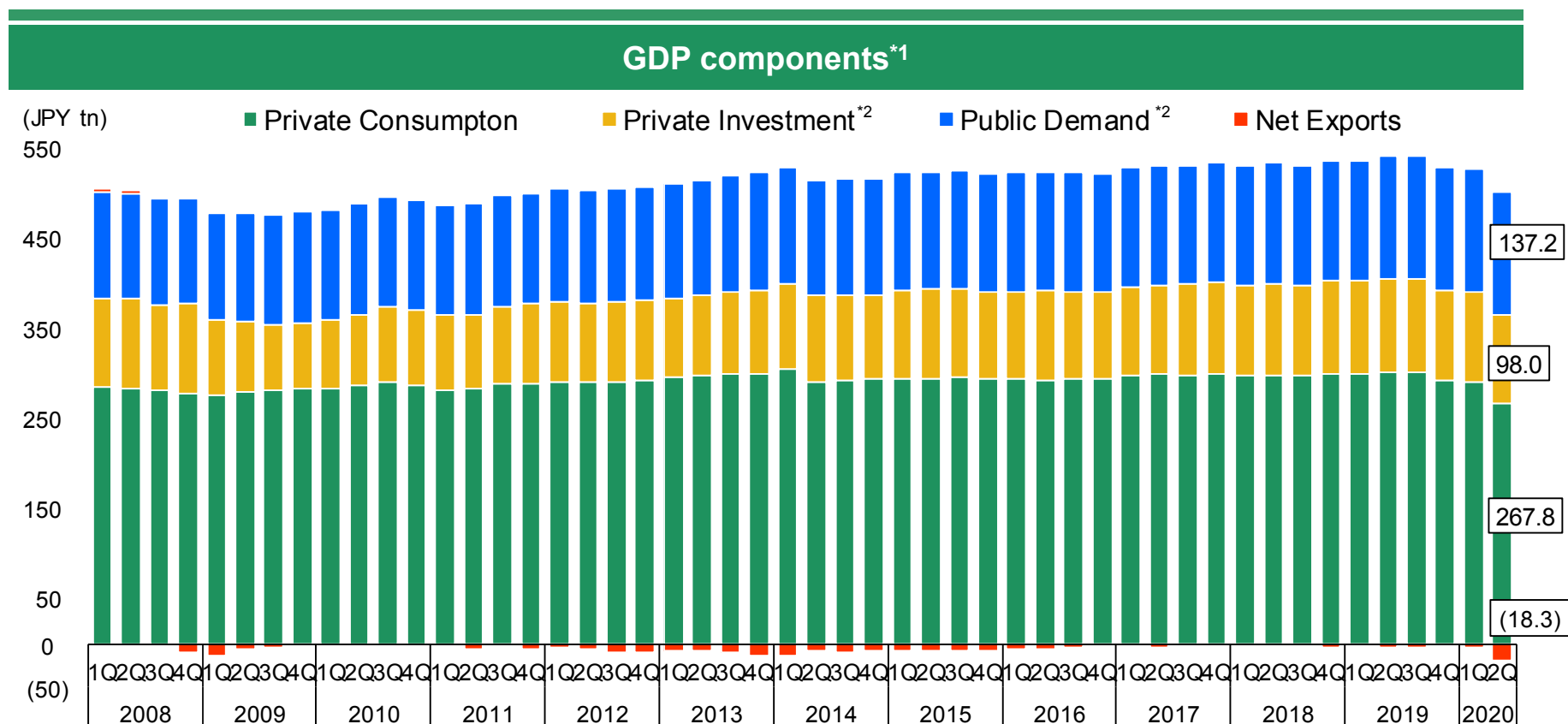
- Prefectures where Resona's franchise is concentrated account for more than 30% of Japan's population and GDP
- Such prefectures are comparable to some countries in terms of GDP



*1. Ministry of Internal Affairs and Communications, Population estimates (As of October 1st, 2019)

*2. Cabinet Office, Government of Japan, Gross Prefecture Product FY2016 "Global comparison of gross prefecture product in dollar"

Actual and Forecast of Real GDP Growth Rate



[Real GDP growth rate] (figures of FY2020 and FY2021 are the forecasts of Resona Bank)

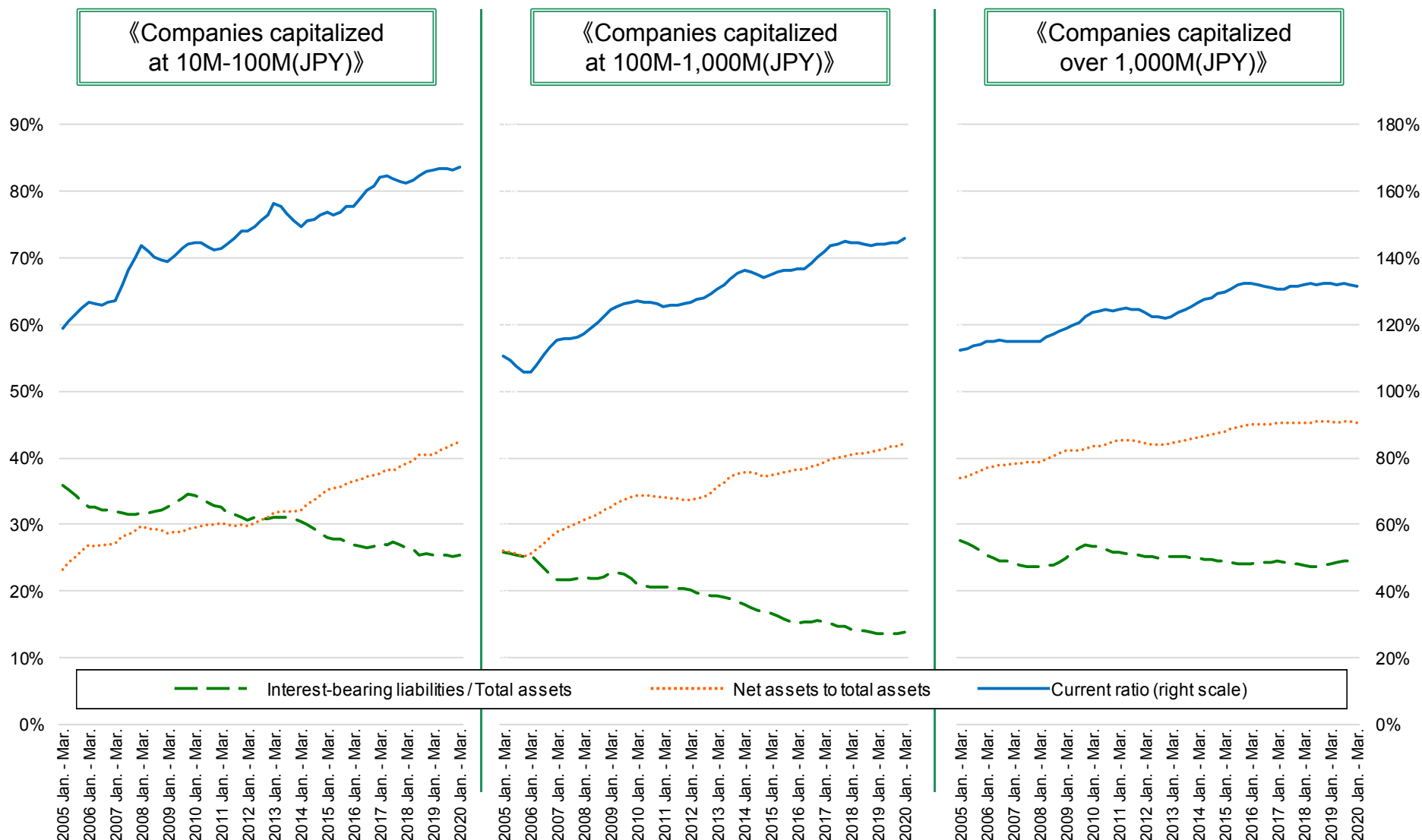
%	FY2018	FY2019	FY2020		FY2021
	Actual		Forecast		
Real GDP	0.7	0.0	(5.0)		3.5
Consumption of Households	0.2	(0.3)	(2.7)		1.9
Private Residential Investment	(0.1)	0.0	(0.2)		0.1
Private Non-Resi. Investment	0.6	0.0	(1.0)		0.8
Private Inventory Investment	0.1	(0.1)	(0.1)		0.0
Public Demand	0.0	0.6	0.4		0.1
Net Export	(0.1)	(0.2)	(1.2)		0.5

*1. 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

Stability Ratios of Japanese Companies

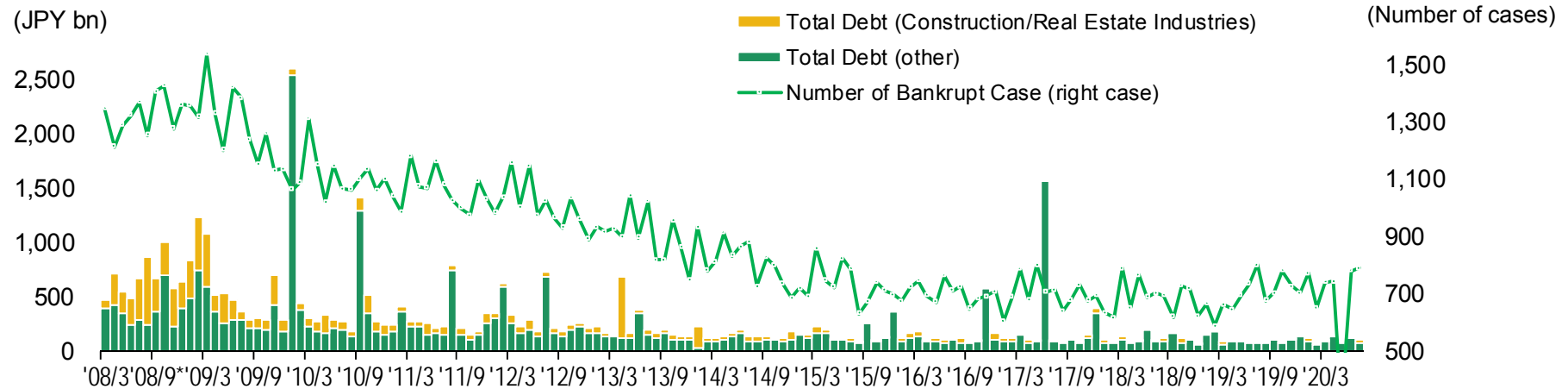
Trends in stability ratios of Japanese companies*1



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

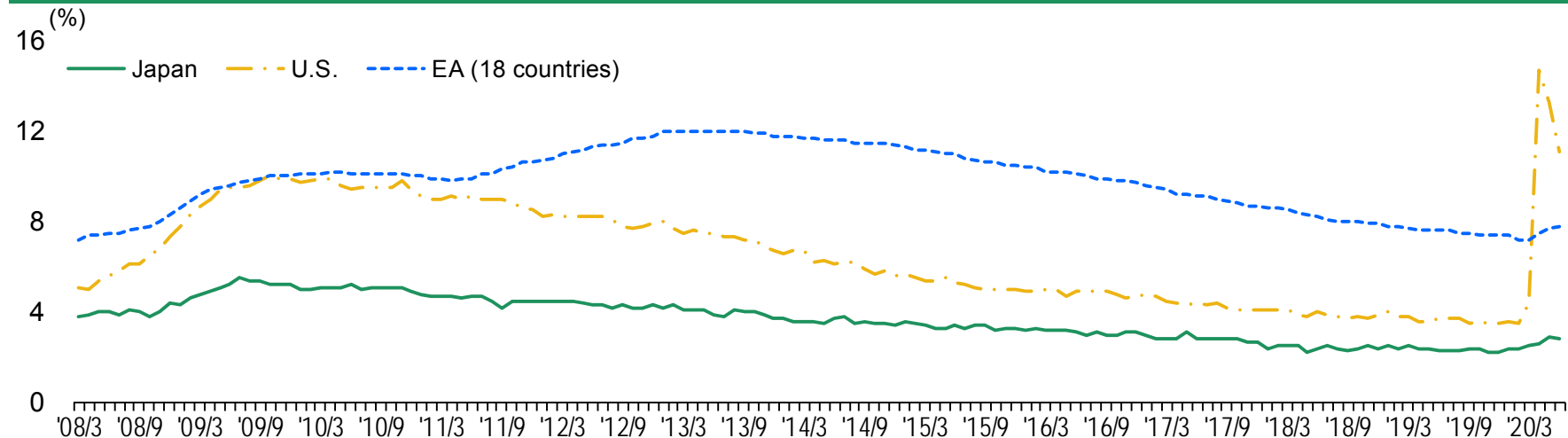
Enterprise Bankruptcy / Unemployment Rate

Enterprise bankruptcy*1



* Excluding debts related to Lehman Brothers which failed in Sep. 2008 (Approx. JPY4,700 bn)

Unemployment rate*2

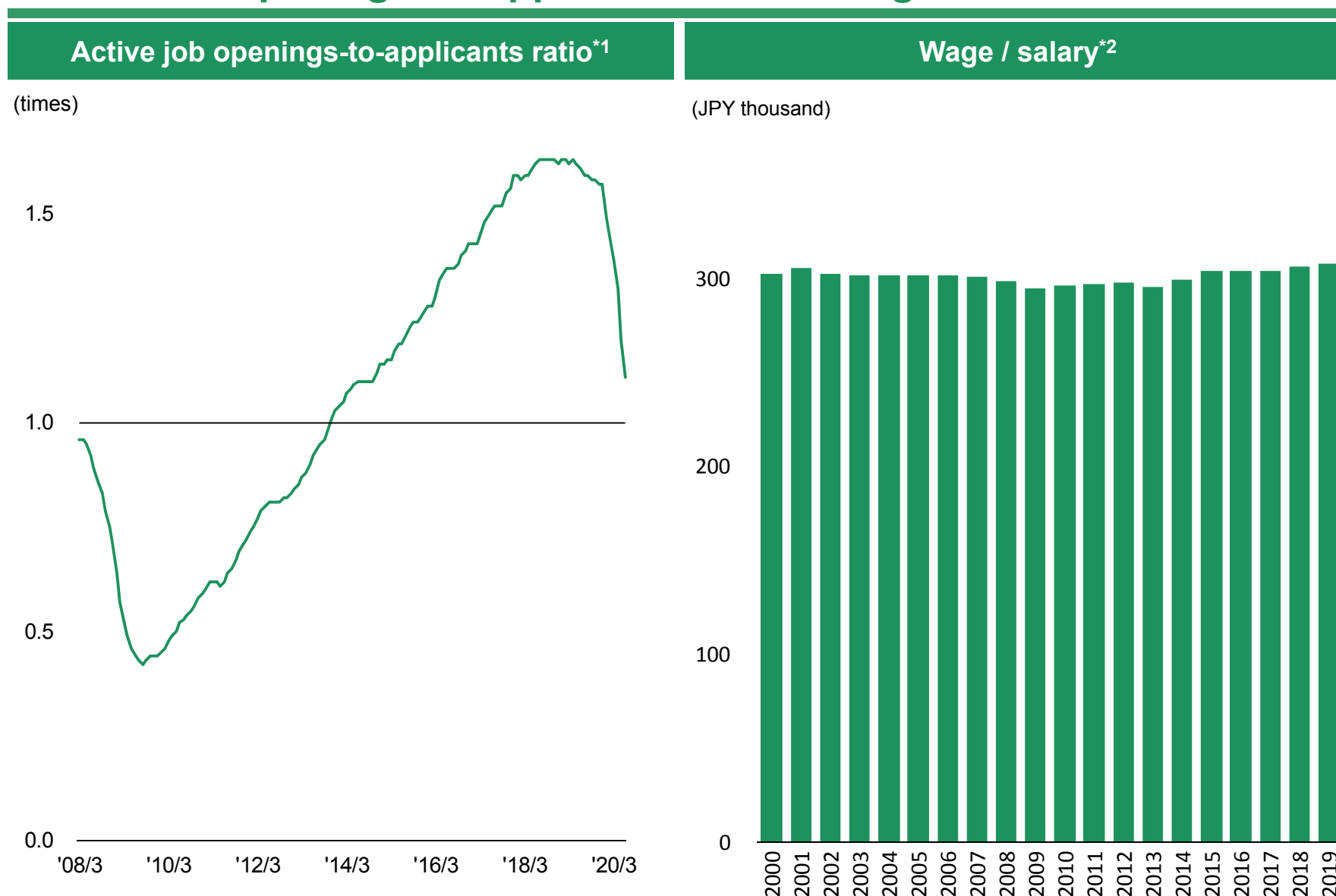


* Excluding three prefectures of Japan (Iwate, Miyagi and Fukushima) from the result of March, 2011 to June, 2011

*1. Tokyo Shoko Research

*2. Statistics Japan, Bureau of Labor Statistics, Eurostat

Active Job Openings-to-Applicants Ratio / Wage Trend



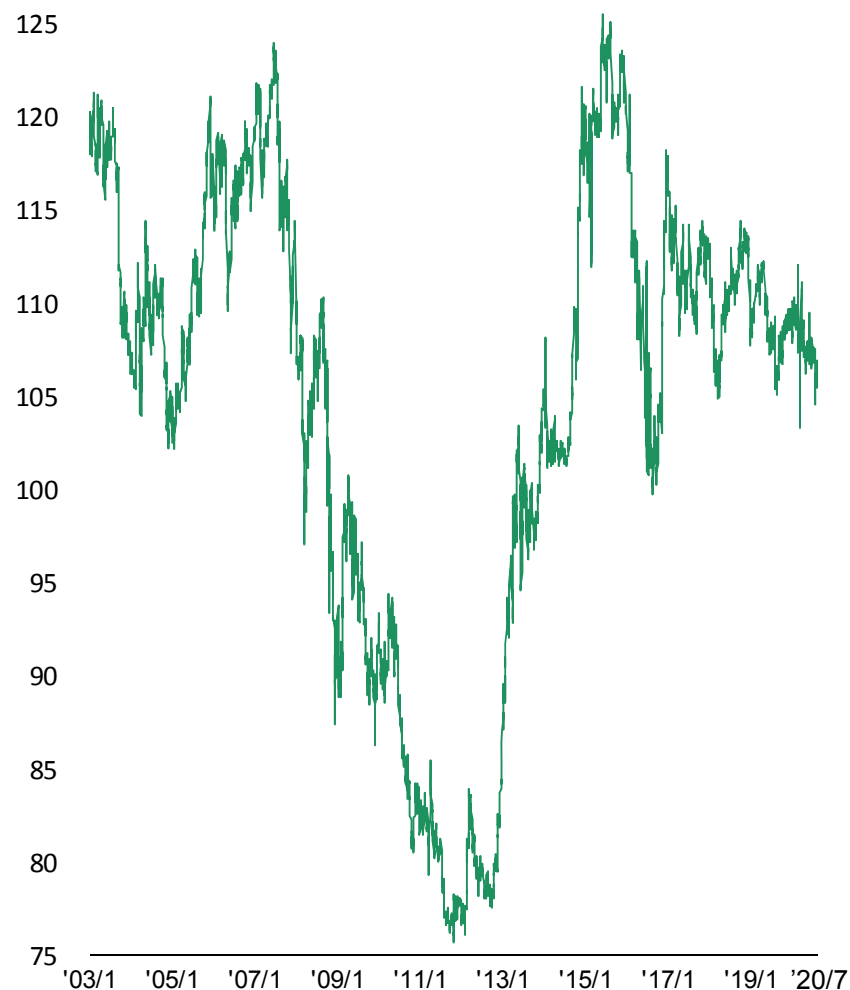
*1. Ministry of Health, Labour and Welfare / Employment Referrals for General Workers (Seasonally adjusted)

*2. Ministry of Health, Labour and Welfare / Basic Survey on Wage Structure

Exchange Rate / Corporate Earnings

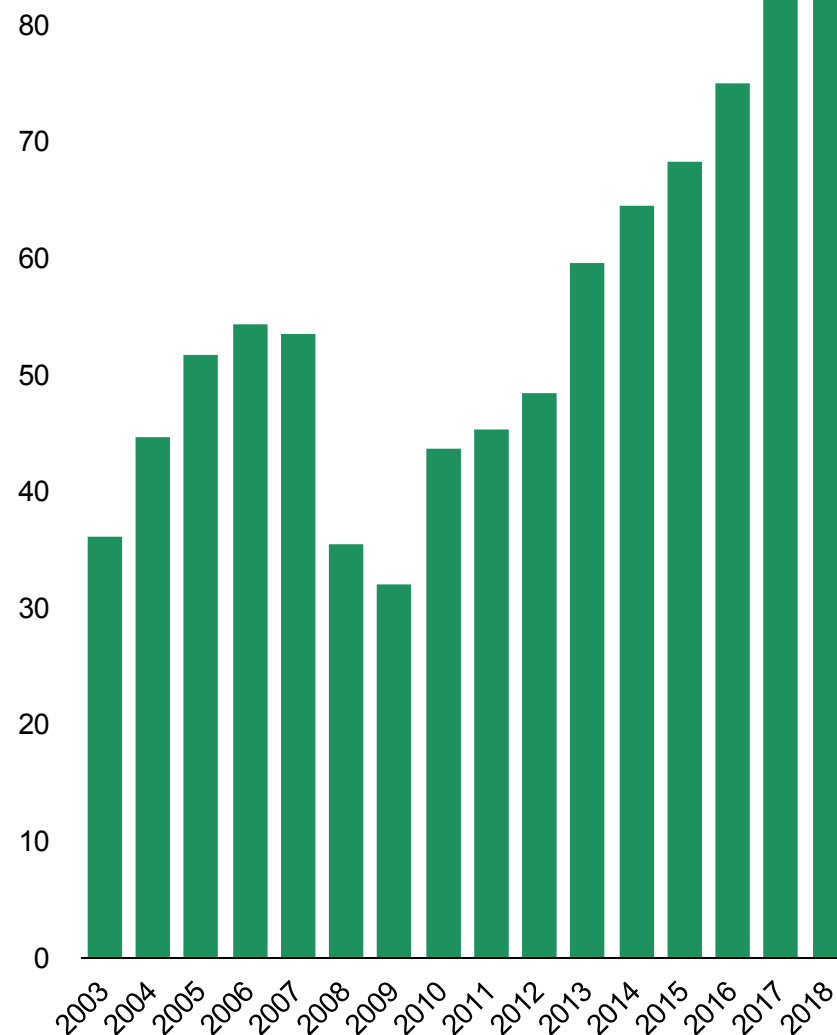
Exchange rate (USD / JPY)*¹

(JPY)



Ordinary profit for Japanese corporations*²

(JPY tn)



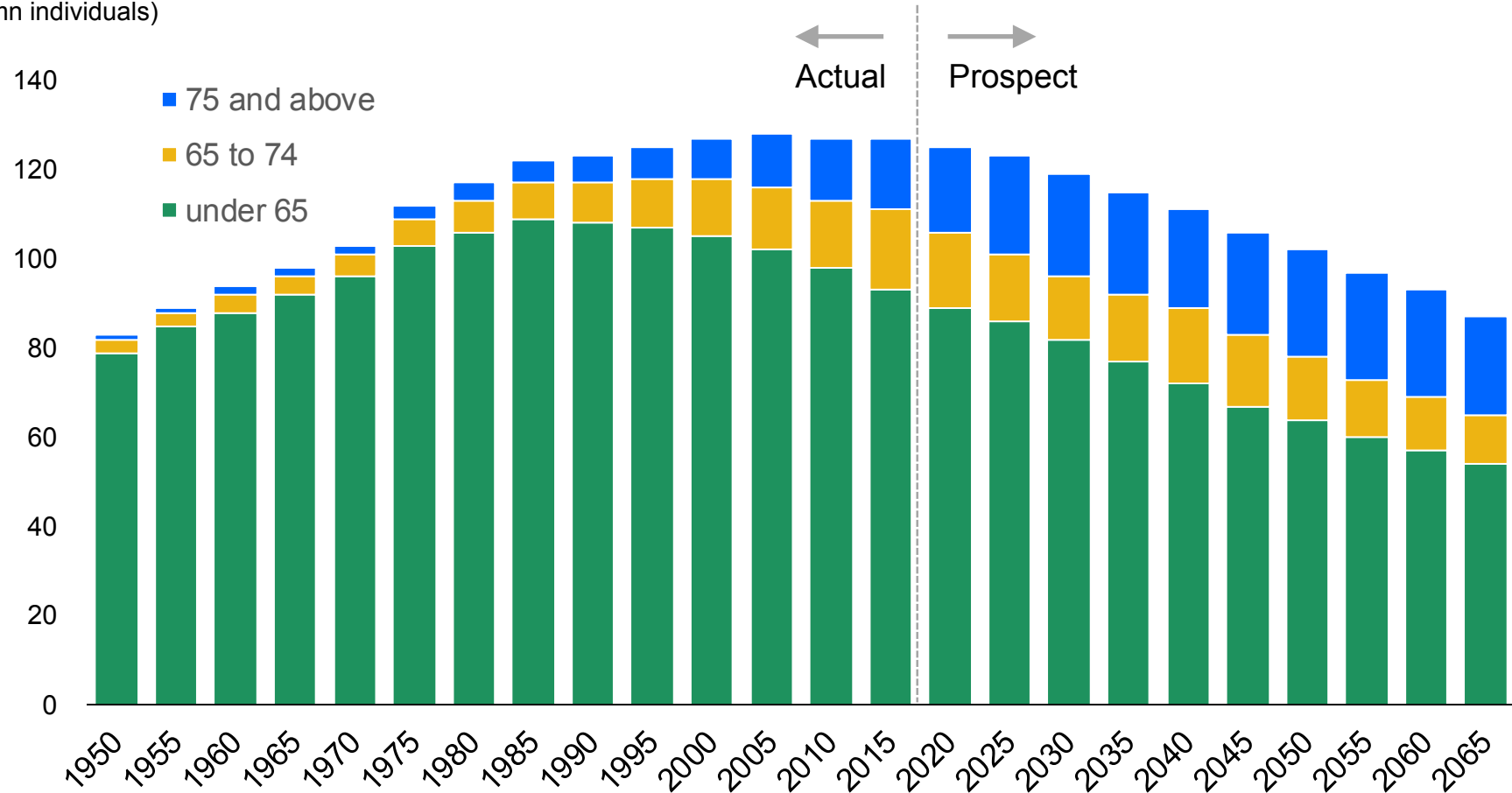
*1. Resona Bank's middle rate

*2. Ministry of Finance / Financial Statements Statistics of Corporations by Industry

Aging of Japan's Population

Population trends by age groups / actuals and estimates*1

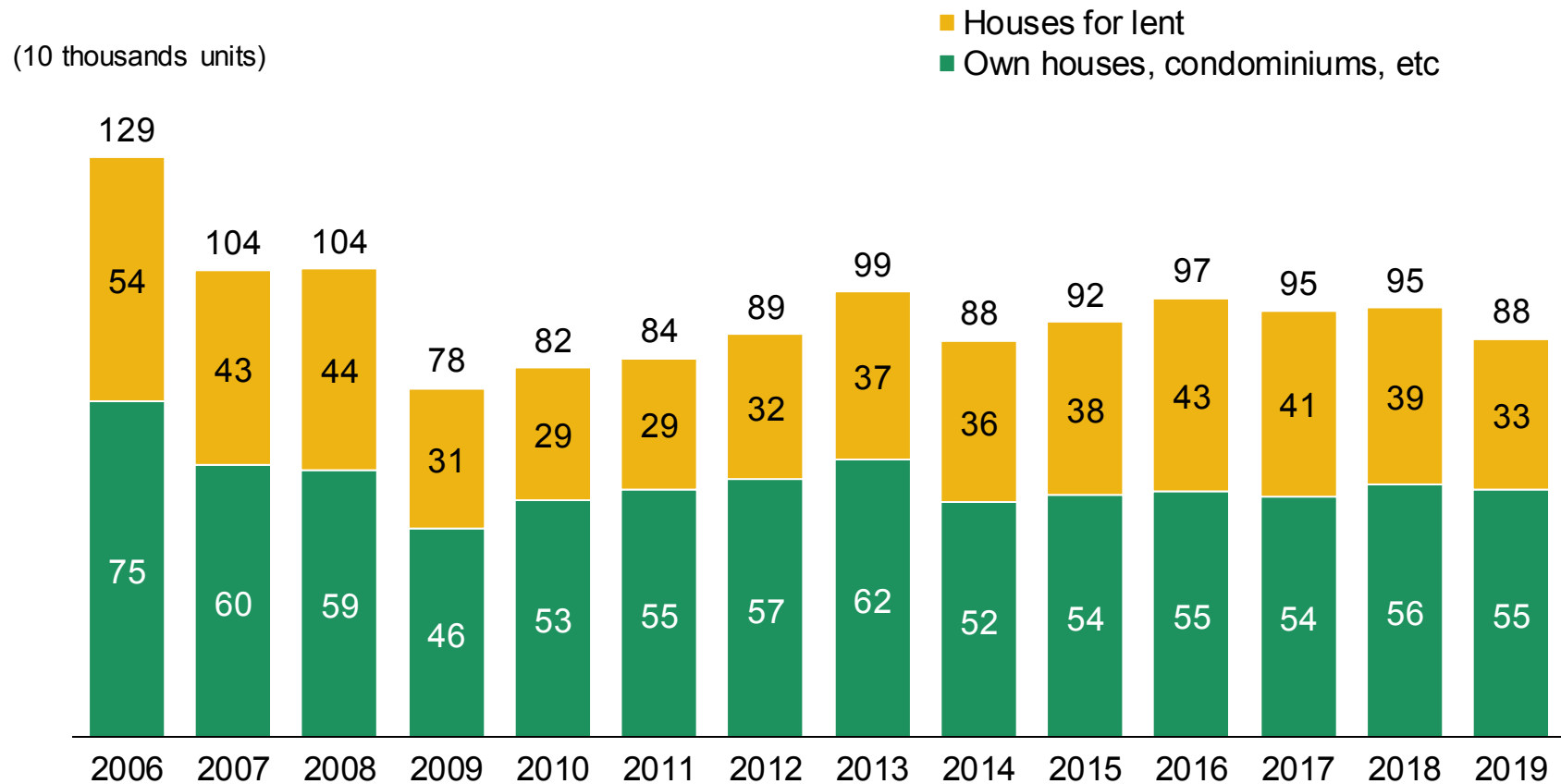
(mn individuals)



*1. National Institute of Population and Social Security Research

Housing Data

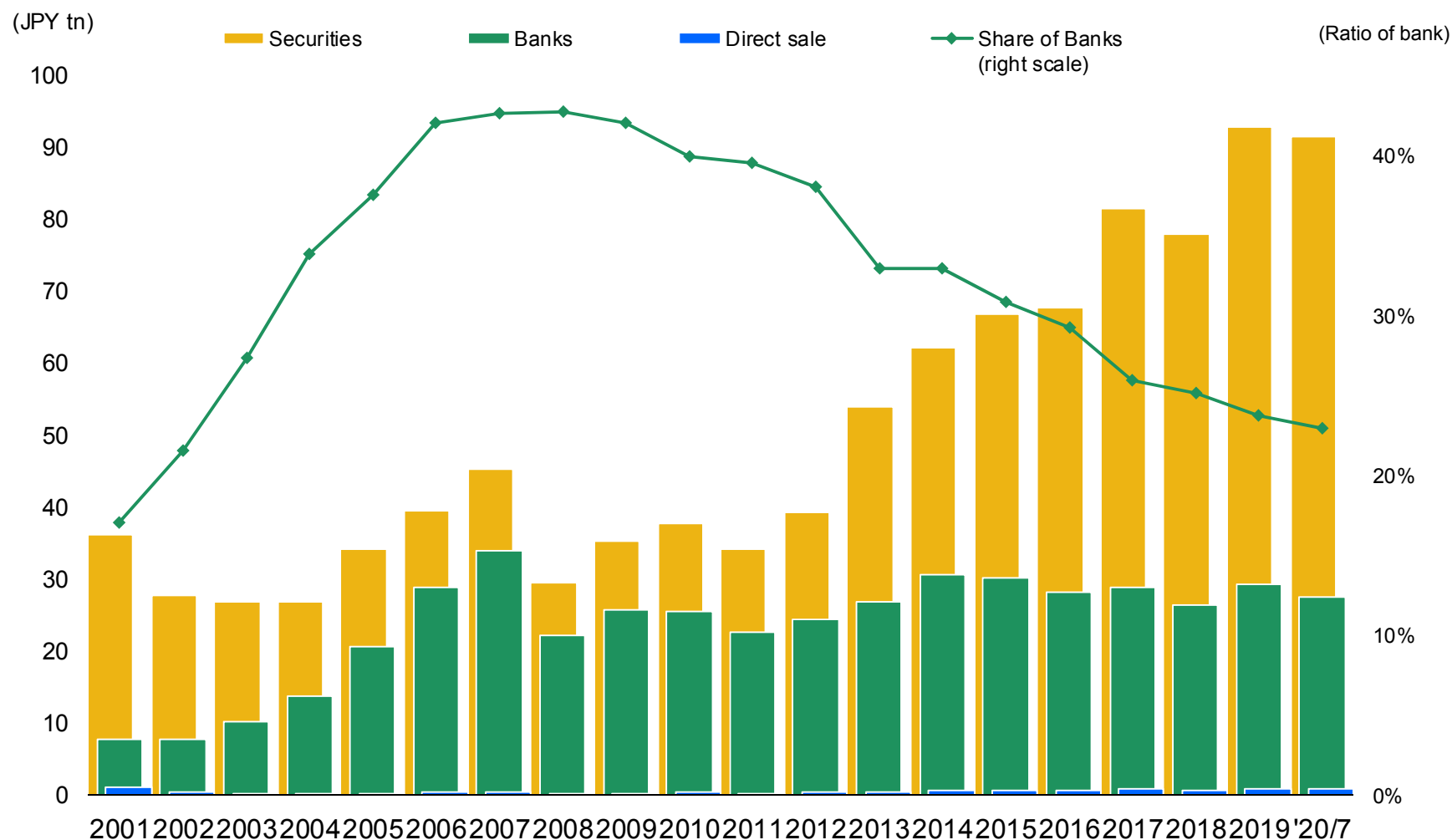
New housing construction starts*1



*1. Ministry of Land, Infrastructure, Transport and Tourism

Sales of Investment Trusts

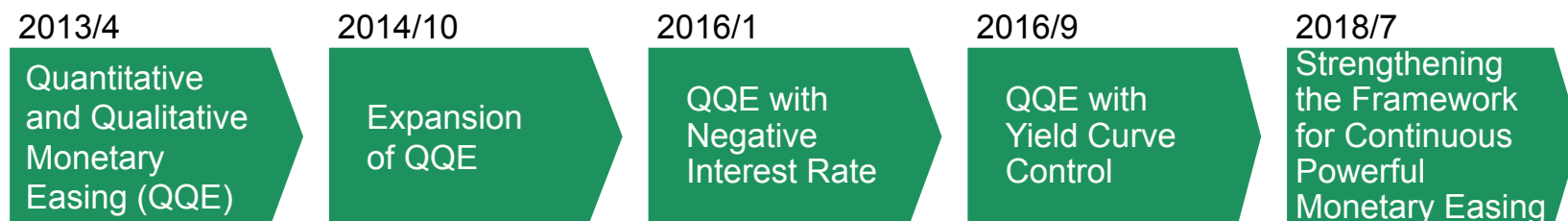
Total net assets of investment trusts by distribution channel*1



*1. The Investment Trusts Association, Japan

Trend of BOJ's Monetary Policy and Financial Market

■ Trend of BOJ's Monetary Policy



■ Trend of financial market

