

Investor Relations Meeting for 1H of FY2024

Beyond Finance,
for a Brighter Future.

RESONA GROUP



Resona Holdings

November 20, 2024



<Presentation Material with script for Investor Relations Meeting for 1H of FY2024>

- Hello to all. This is Minami from Resona Holdings.
- Thank you very much for participating in the Investor Relations meeting today despite your busy schedule.
- Without further ado, I will now begin the presentation.

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

[HD] Resona Holdings^{*1}

[RB] Resona Bank

[SR] Saitama Resona Bank

[KMB] Kansai Mirai Bank^{*2}

[MB] Minato Bank

^{*1} Resona Holdings and [KMFG] Kansai Mirai Financial Group merged on April 1, 2024

^{*2} [KU] Kansai Urban Banking Corporation and [KO] Kinki Osaka Bank merged on April 1, 2019

Negative figures represent items that would reduce net income.

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 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.


Points We Would Like to Communicate

- 1** Results for the 1H of FY24 suggest **a progress ratio of 69.2% against the initial target for full-year operating results**
 - Upward revision of earnings targets for FY24: JPY175.0 bn / Excluding one-off expenses associated with the integration of MB: JPY190.0 bn level
- 2** To improve corporate value, we are continuing to strive for both higher ROE and lower cost of capital
 - ROE (stockholders' equity) FY23 7.2% ⇒ FY24 (Target) 7.7%
- 3** With the return of a world with interest rates, **we have been expanding top-line income via the use of two income sources (net interest income + fee income)**
 - Improvement in ROA through proactive balance sheet management is the main driver for higher ROE
- 4** Expand strategic investment as needed to secure future growth **while curbing base costs**
 - Reduce the cost income ratio to the 50% range as early as possible, leveraging expansion in top-line income (1H of FY24: 63.9%)
- 5** Steadily enhance shareholder returns
 - In addition to the actions taken in 1H, we announced JPY20.0 bn share buyback for 2H (Total shareholder return ratio for FY24 is estimated to be 53.3%)

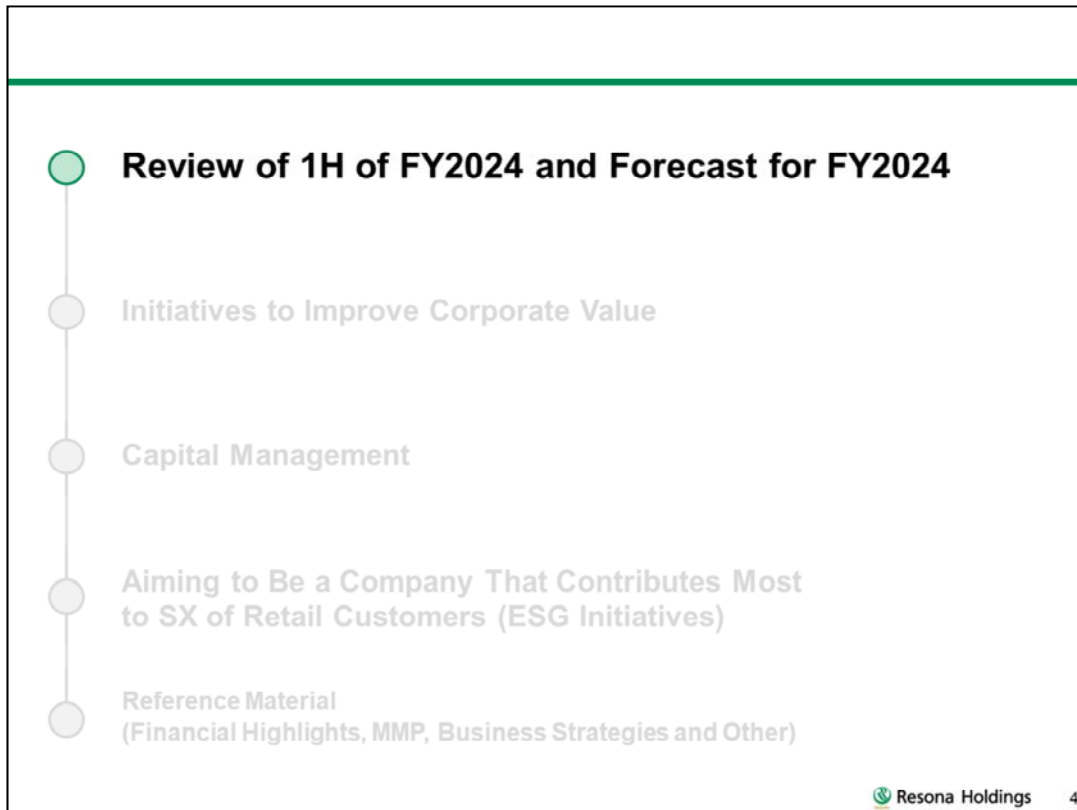
Resona Holdings 2

- First, these are the five key points we would like to communicate today.
- The first point is about our solid performance. The consolidated bottom line for the holdings stood at JPY114.2 billion, which suggests 69.2% progress against the initial full year guidance. Based on this, we have revised earnings targets for this fiscal year upward to JPY175 billion. Excluding the one-off expenses related to the planned integration of operations systems of Minato Banks in the second half, we are targeting JPY190 billion level in the actual terms.
- The second point is that we will continue to improve corporate value, accelerating our efforts to realize both higher ROE and lower cost of capital. Following the revision, we are now guiding for ROE of 7.7%, which is equivalent to ROE of 6.3% based on Tokyo Stock Exchange standards.
- The third point is that in a world with interest rates, we will continue to expand top line income via two income sources of net interest income and fee income. We have just begun this journey, but through proactive balance sheet management, ROA has turned around and is improving.
- The fourth point is cost control. While expanding investments in human resources and IT, we continue to strive for structural reforms and curbing base costs. The cost income ratio improved to 63.9% due to the expansion of the top line income, finally entering the low 60% range we target in a medium-term management plan.
- The fifth point is the enhancement of shareholder returns. Following the first half, we announced a maximum of JPY20 billion share buyback for the second half. With this, a total shareholder return ratio is now expected to be 53.3% for this fiscal year.

Contents	
	Review of 1H of FY2024 and Forecast for FY2024 p.4
	Initiatives to Improve Corporate Value p.7
	Capital Management p.18
	Aiming to Be a Company That Contributes Most to SX of Retail Customers (ESG Initiatives) p.23
	Reference Material (Financial Highlights, MMP, Business Strategies and Other) p.44

 Resona Holdings 3

- Let me proceed according to the table of contents.



- First, let me review first half and forecast for this fiscal year.

Outline of Financial Results for the 1H of FY2024

- Net income attributable to owners of parent : JPY114.2 bn
 - Up JPY31.7 bn, or 38.4%, YoY
 - Progress rate against the full year target^{*1} : 69.2%
- Core net operating profit^{*2} : JPY130.2 bn, Up JPY13.2 bn, or 11.2%, YoY
 - Core income^{*3} : JPY83.3 bn, Up JPY3.9 bn, or 4.9%, YoY
Progress rate against the full year target^{*4} : 52.0%
 - Gross operating profit : JPY345.1 bn, Up JPY32.0 bn, or 10.2%, YoY
 - Net interest income from domestic loans and deposits^{*5} : Up JPY6.5 bn, YoY
Average loan balance : +4.62%, YoY, Loan rate : up by 3bps, YoY
[Excluding loans to the Japanese government and others]
Average loan balance : +5.22%, YoY, Loan rate : up by 2bps, YoY
Progress in both avg. loan balance and loan rate exceeds the plan
 - Fee income : Up JPY6.4 bn, YoY
Progress rate against the full year plan (initial) : 50.5%
 - Net gains on bonds (including futures): Down JPY1.3 bn, YoY
 - Operating expenses : JPY220.7 bn, increased by JPY14.9 bn, YoY
While expanding strategic investments to strengthen the top line, the expense ratio has improved
- Credit costs : JPY6.8 bn (cost), decreased by JPY3.4 bn, YoY
17.1% against the full year budget due to mainly the rank-up of major clients, etc.
- Full year target: Revised upward the net income attributable to owners of parent to JPY175.0 bn (+JPY10.0 bn vs initial target)
- Full year dividend forecast of 23 yen (up 1 yen, YoY) remain unchanged
- Share buyback up to JPY20.0 bn

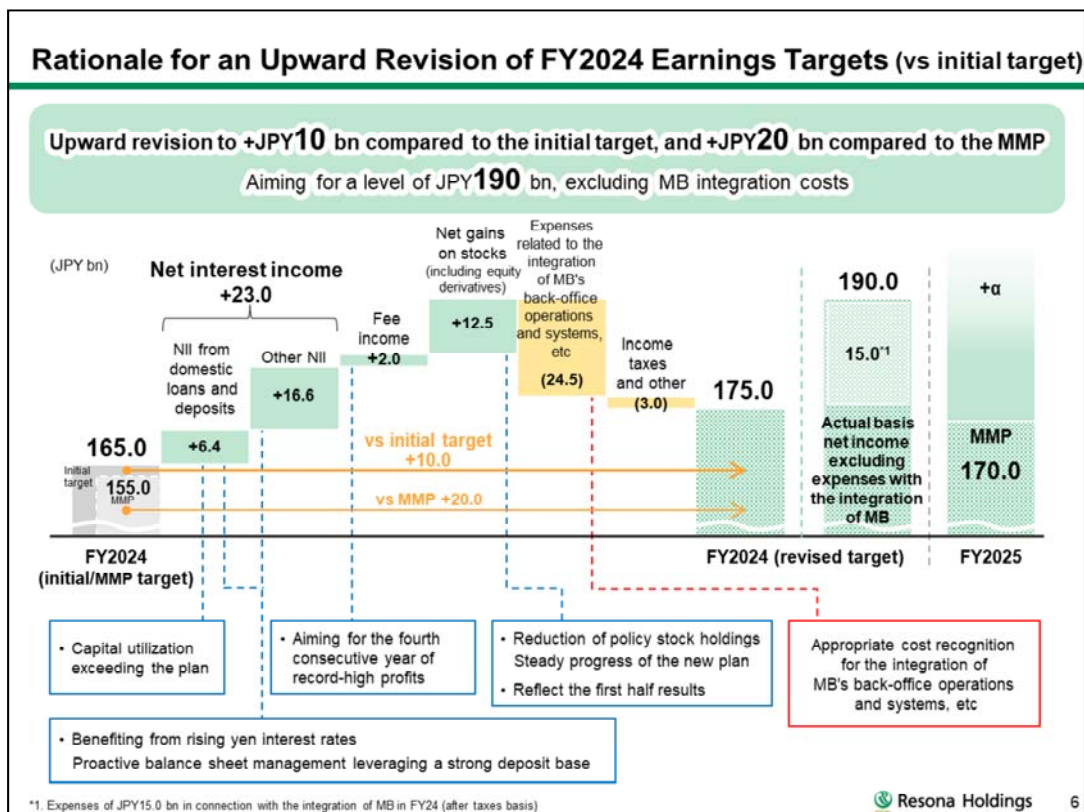
HD consolidated (JPY bn)	FY2024 1H	YoY change		Progress rate vs. Full year target ^{*1}
		(B)	(C)	
Net income attributable to owners of parent	(1)	114.2	+31.7	+38.4%
EPS (yen)	(2)	49.30	+14.24	+40.0%
BPS (yen)	(3)	1,199.90	+97.49	+8.0%
ROE (stockholders' equity)	(4)	10.0%	+2.4%	
ROBTSE (standard)	(5)	8.2%	+1.8%	
Gross operating profit	(6)	345.1	+32.0	+10.2%
Net interest income	(7)	229.0	+24.1	
Net from loans and deposits ^{*5}	(8)	171.3	+6.5	
Interest on yen bonds, etc. ^{*6}	(9)	18.0	+3.6	
Fee income	(10)	112.3	+6.4	
Fee income ratio	(11)	32.5%	(1.2)%	
Trust fees	(12)	12.8	(0.1)	
Fees and commission income	(13)	99.4	+6.6	
Other operating income	(14)	3.7	+1.5	
Net gains on bonds (including futures)	(15)	(8.8)	(1.3)	
Operating expenses excluding group bank restructuring items	(16)	(220.7)	(14.9)	(7.2)%
Cost income ratio (CIR)	(17)	63.9%	(1.7)%	
Actual net operating profit	(18)	124.8	+17.2	+16.0%
Core net operating profit ^{*2}	(19)	130.2	+13.2	+11.2%
Core income ^{*3}	(20)	83.3	+3.9	+4.9%
Net gains on stocks (including equity derivatives)	(21)	46.0	+24.0	
Credit costs	(22)	(6.8)	+3.4	
Other gains, net	(23)	(5.4)	(0.2)	
Net income before income taxes and non-controlling interests	(24)	158.5	+44.5	+39.1%
Income taxes and other	(25)	(43.2)	(12.0)	
Net income attributable to non-controlling interests	(26)	(1.0)	(0.0)	

^{*1} Initial full year target of FY2024: JPY165.0 bn ^{*2} Actual net operating profit – Net gains on cancellation of investment trusts – Net gains on bonds (spot)
^{*3} Net interest income from domestic loans and deposits + Interest on yen bonds, etc. + Fee income + Operating expenses
 actual basis excluding operating expenses of Resona Leasing (JPY2.2 bn) ^{*4} Initial full year core income (actual basis) target of FY2024: JPY160.0 bn
^{*5} Total of non-consolidated domestic banking accounts of group banks, deposits include NCDs
^{*6} Interest on yen bonds and income from interest rate swaps

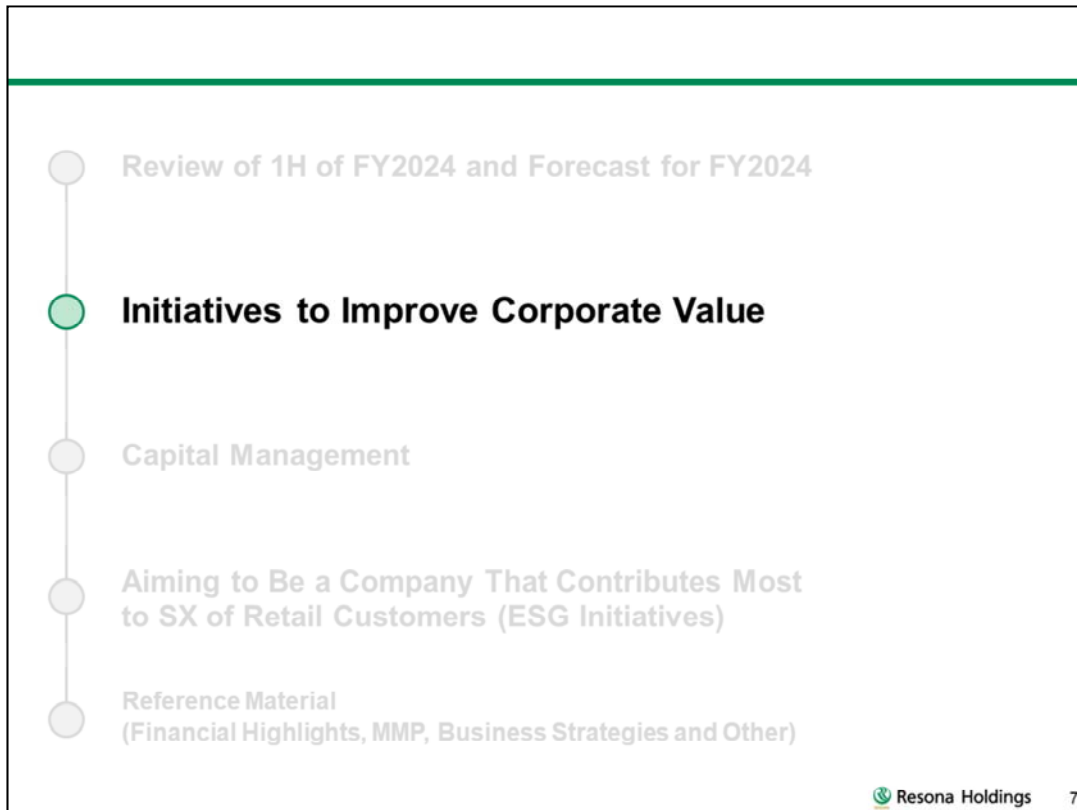
Resona Holdings

5

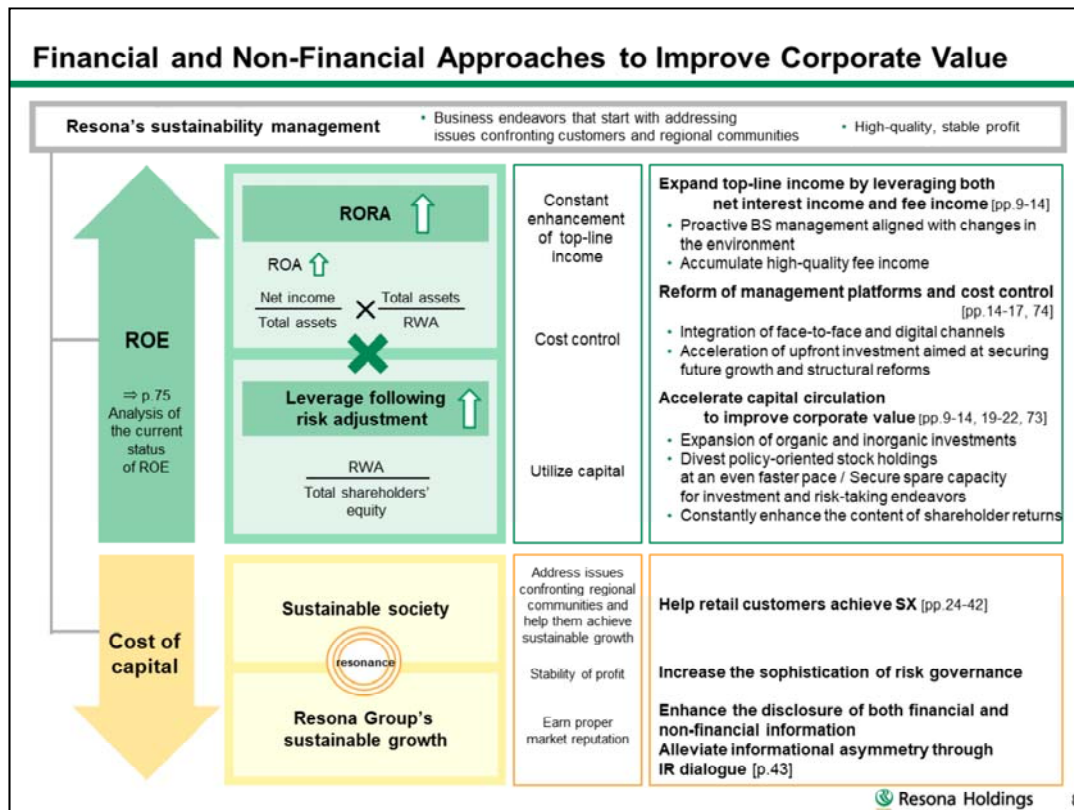
- On the right side, we have summarized the holdings' consolidated income statement.
- On the left hand side, we have outlined the key points.
- As we have conducted an analyst call after the financial results announcement, I will briefly touch on these.
- Parenthesis 1, net income attributable to owners of parent was JPY114.2 billion, which is an increase of JPY31.7 billion or 38.4% year-on-year.
- Parenthesis 19, core net operating profit was JPY130.2 billion, an increase of JPY13.2 billion.
- Parenthesis 6, gross operating profit was JPY345.1 billion, up JPY32 billion or 10.2%.
- Parenthesis 16, operating expenses increased by JPY14.9 billion, but this was within our planned range.
- Parenthesis 21, net gains on stocks including equity derivatives increased by JPY24 billion. The reduction of policy stock holdings is progressing smoothly.
- Parenthesis 22, credit costs were JPY6.8 billion, 17% against the full year budget of JPY40 billion.



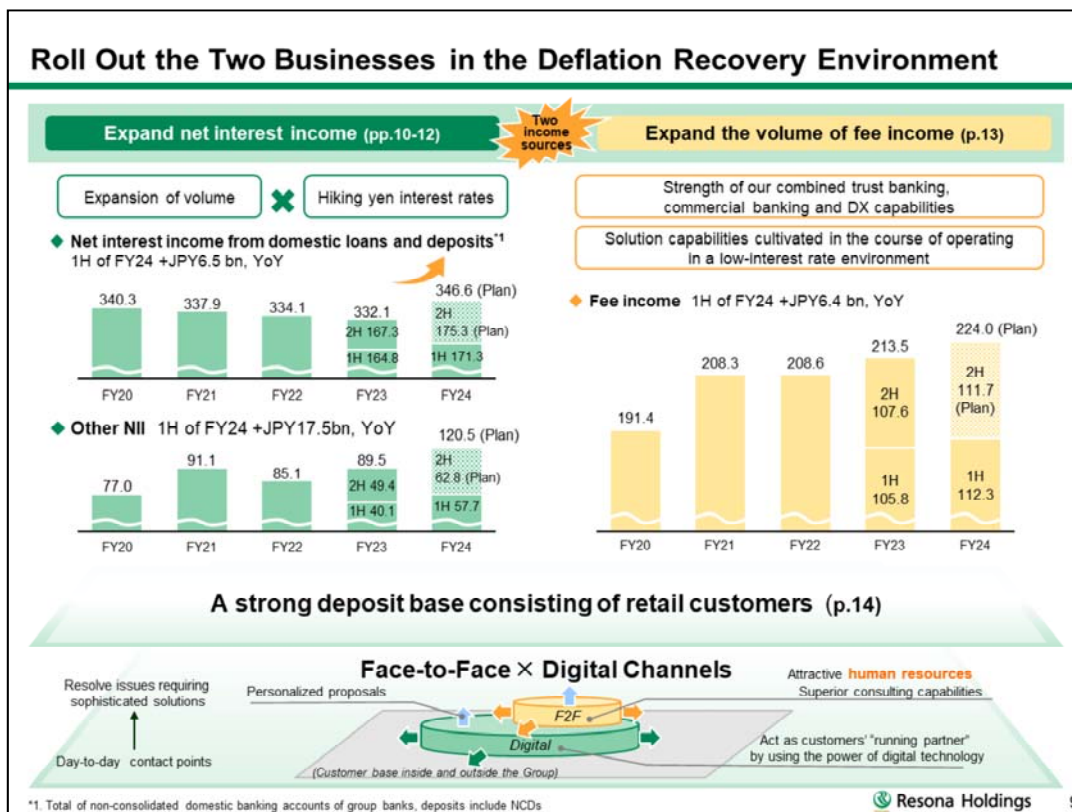
- Based on these results, we have revised our full year targets upward, and I will briefly explain the rationale behind this upward revision.
- The revised target of JPY175 billion represents a JPY10 billion increase from the initial target of JPY165 billion and JPY20 billion higher than the JPY155 billion target set for the second year of medium-term management plan.
- Excluding expenses of Minato Bank's operations and systems integration planned for Q4 of this year, the actual target is now set at JPY190 billion, exceeding the target of JPY170 billion set for the final year of medium-term plan by JPY20 billion, one year ahead of schedule.
- When compared to the initial target from the left, net interest income is up by JPY23 billion and fee income is up by JPY2 billion.
- Net gains on stocks are set for an increase of JPY12.5 billion, taking into account the progress in sale of policy stock holdings.
- On the downside, we have factored in JPY24.5 billion. This mainly consists of scrutinized expenses related to the integration of Minato Bank's operations and systems and other initiatives that would contribute to our P&L in the next fiscal year and beyond.
- We are aiming for further growth in the next fiscal year and beyond.



- Moving on, these are our efforts towards improving corporate value.



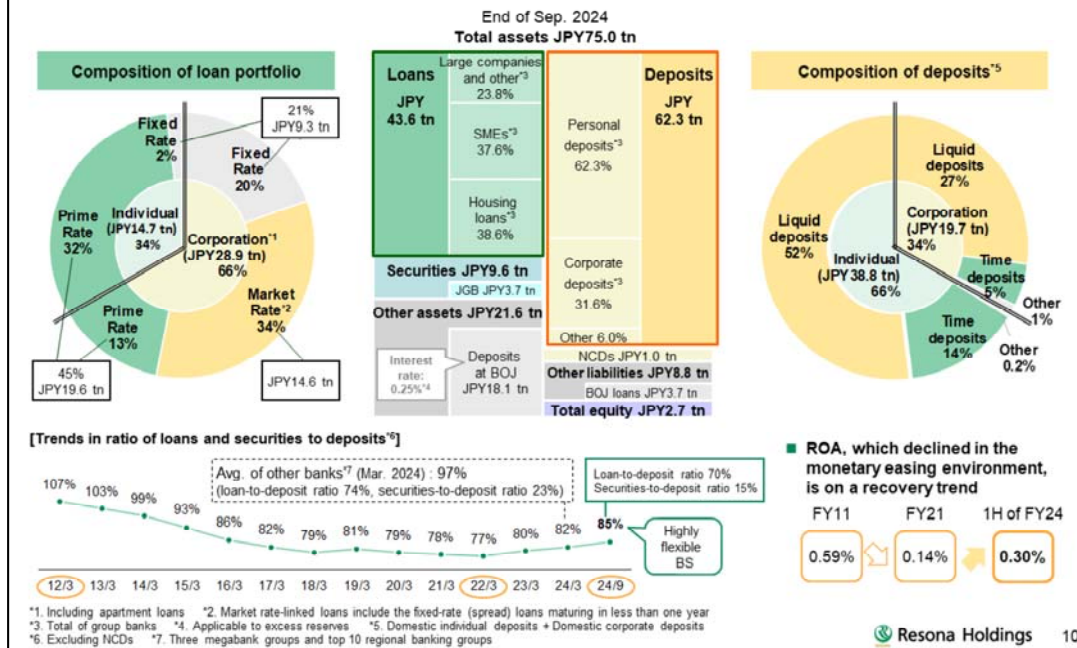
- This is a slide from our IR briefing in May.
- The slide summarizes our financial and non-financial approaches to improve corporate value, higher ROE, and lower cost of capital.
- We believe that efforts towards both will drive improvements in price book value ratio, which is a market evaluation of our business.
- First, to achieve higher ROE, we will expand the top line income by driving net interest income and fee income to improve ROA.
- We will also accelerate process reforms and internal digital transformation, aiming to transform the cost structure itself.
- In the face of capital utilization, we will accelerate capital circulation to achieve sustainable growth of ROE.
- To achieve lower cost of capital in a time of increasing uncertainty, we believe it is crucial to manage risks appropriately while building a high quality and stable profit structure that meets market expectations.
- While strengthening our efforts on ESG, we will proactively work to enhance the disclosure of both financial and non-financial information to gain extensive understanding of our group's sustainability.



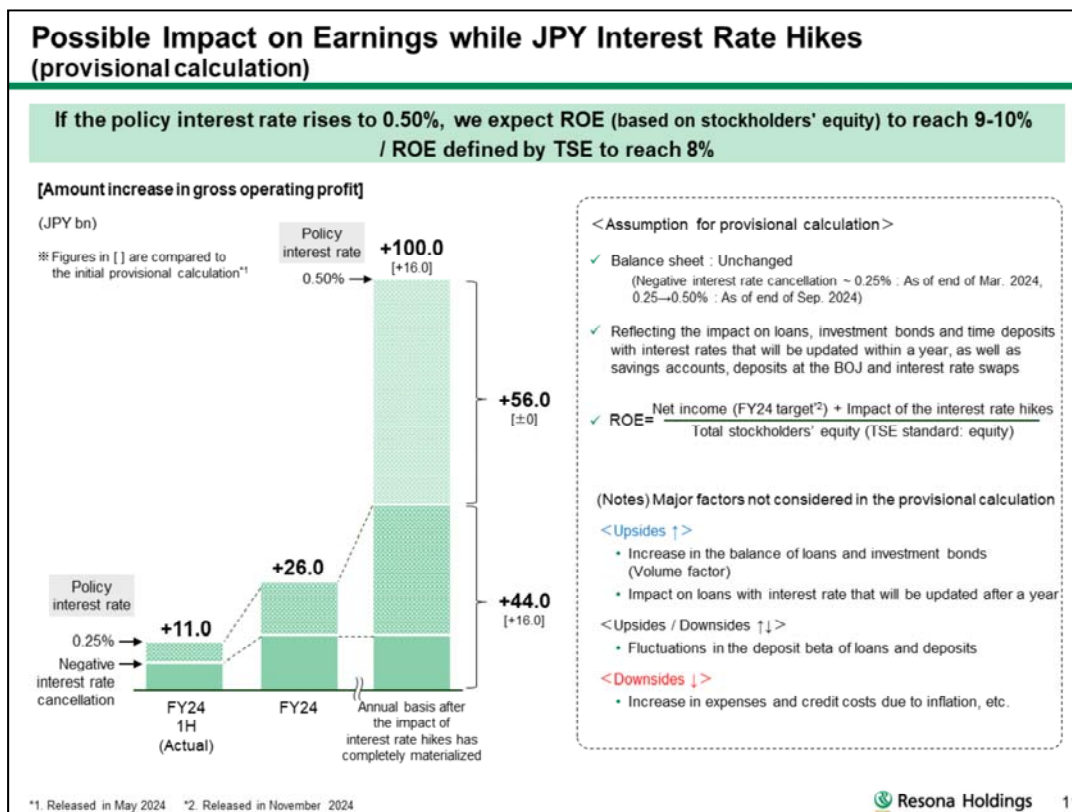
- From here on, I will explain specific initiatives.
- As we return to a world with interest rates, I have shared our intent to expand the top line income with two growth engines – net interest income through enhanced lending and securities operation, and fee income which has been refined through profit structure reforms. We feel confident in this approach.
- In the top left, net interest income is on an upward trend due to both volume expansion and interest rate hikes. And starting from the new year, we will see increased income from the mortgage loan portfolio.
- Net interest income from domestic loans and deposits increased JPY6.5 billion. Under negative interest rates, this had previously resulted in a cumulative decrease of JPY75 billion, but it has turned around since the second half of the prior year and the increase expanded in the first half of this year.
- Corporate lending is leading the way and I will provide additional details on this in a later slide.
- Other net interest income has also turned around on the full year basis compared to the prior year with significant uptick in the first half.
- Interest from Yen-denominated bonds and Bank of Japan deposits has increased by JPY3.6 billion and JPY7.7 billion year-on-year, respectively, with both showing expanded growth from Q1 to Q2.
- In the top right, fee income is also strong, up by JPY6.4 billion, 6% year-on-year. AUM, settlements, and corporate solutions, and other diverse categories see increases leading to a record high interim profits for the second consecutive year.
- The business development driven by two income sources is supported by a strong deposit base consisting of retail customers to whom we aim to provide compelling convenience through both face-to-face and digital channels to further solidify this strength.

BS Management Approach Aligned with Possible Hikes in Yen Interest Rates

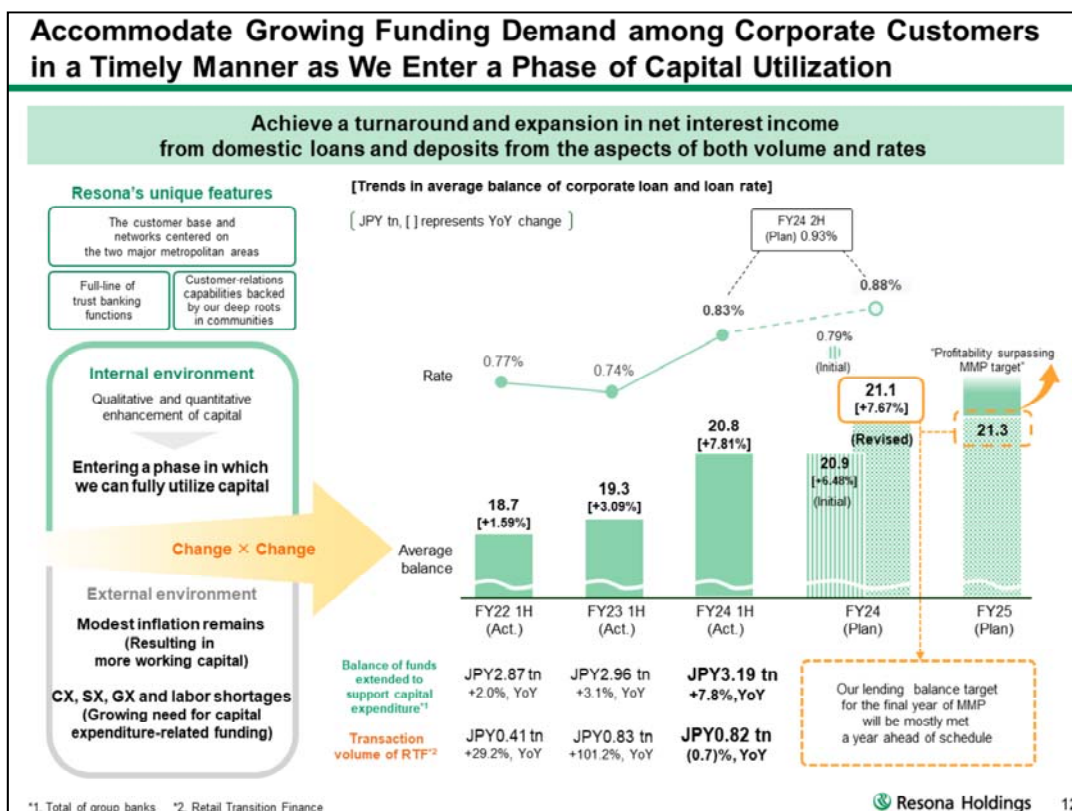
Turnaround and raise ROA via a revival of the deposit-lending business and a securities portfolio designed to support stable interest income



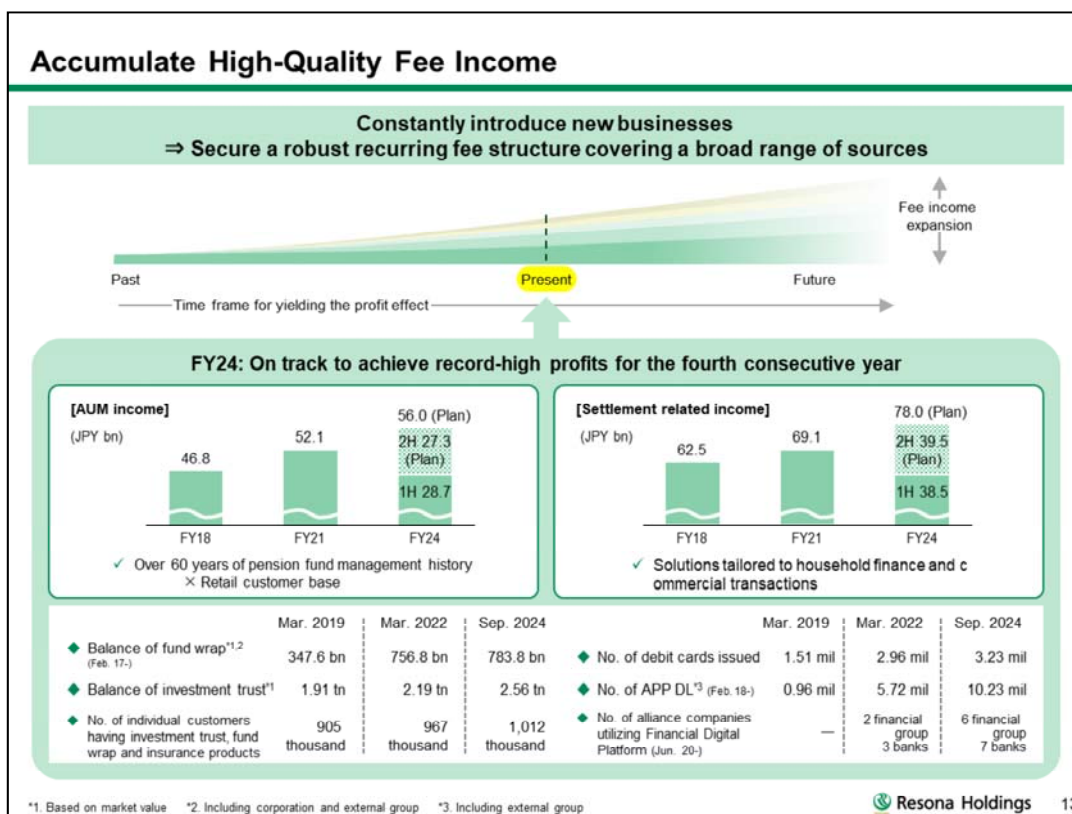
- This slide shows the balance sheet as of the end of September, the composition of loan portfolio by interest rate type, and the trends in ratio of loans and securities to deposits and ROA.
- In the lower section, amid unprecedented monetary easing, the ratio of loans and securities to deposits, which had fallen to 77% at the end of March 2022, has recovered to 85% recently.
- In the lower right, ROA has also turned around but is still in the process of recovery, leaving considerable room for growth.
- As monetary policy normalization progresses, we will strive for further improvement in ROA through proactive risk taking.



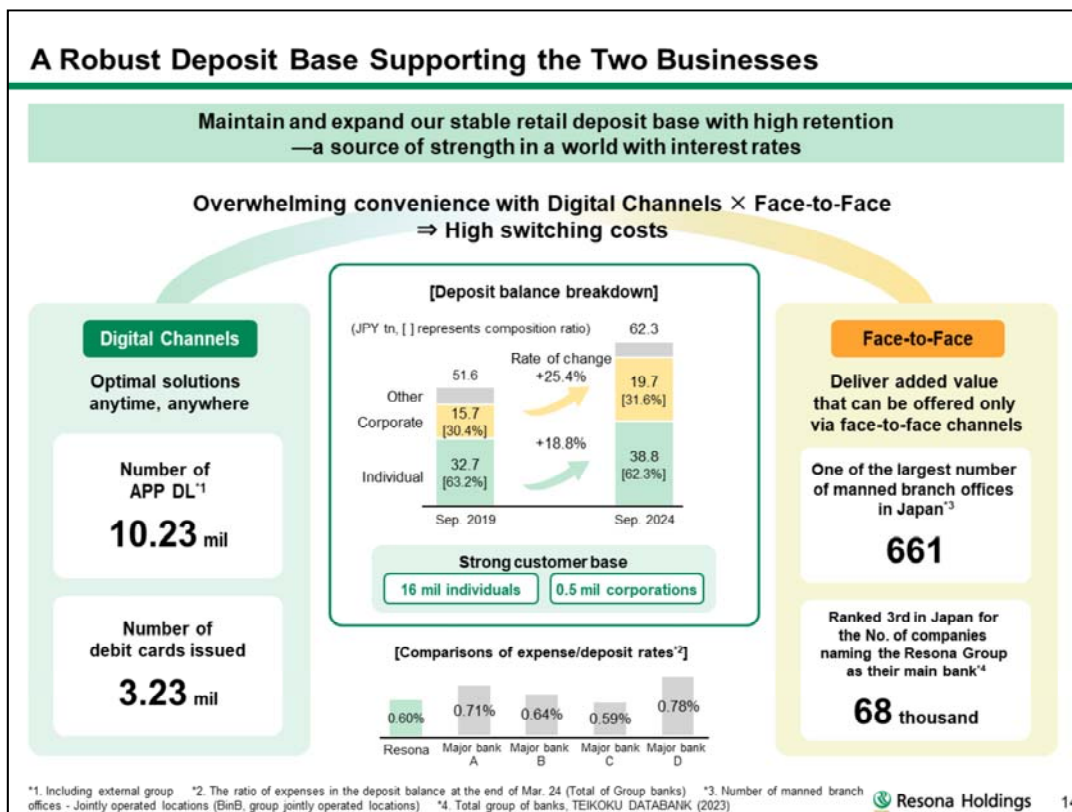
- This slide represents possible impact of policy interest rate hikes.
- Since we received many questions about this topic, I would like to address it here. Please consider this as a reference.
- We have summarized the impact of interest rate changes on pre-tax profits without considering changes in balances.
- For this fiscal year, we are assuming the removal of negative interest rates and an interest rate hike of up to 0.25% in July.
- We anticipate a positive impact of JPY11 billion for the first half and JPY26 billion for the full year. Initially, we expected the impact of negative interest rate removal to be around JPY10 billion for the full year, but this has now been revised to JPY14 billion.
- The difference is due to our view on the deposit beta.
- Specifically, while the follow through on ordinary deposit rates has aligned with our expectations, but there has not been a shift towards longer term time deposits resulting in a slower than expected follow through on the time deposit rates.
- Furthermore, as the impact of a 25 basis point increase in the policy interest rate, if the net interest income after the revision can be enjoyed on a full year basis, we expect a cumulative increase of JPY44 billion in the top line income from the next fiscal year onwards. Initially, we estimated this to be around JPY28 billion, indicating an expected upside of JPY16 billion.
- Additionally, if the rate rise to 50 basis points, the cumulative increase in top line income is expected to reach JPY100 billion.
- Based on the current capital levels, we believe that ROE could be in the range of 9-10%, and 8% based on the Tokyo Stock Exchange standards.
- Since this provisional calculation does not account for changes in balances, further upside is highly possible in our view.
- On the other hand, we have not included increases in expenses and credit costs due to inflation as I believe these are controllable.
- In any case, we are reassessing our previous ideas, structures, mechanisms, and actions while adapting effectively to the changes of the times to work towards further improving corporate value.



- The expansion in net interest income from domestic loans and deposits is driven by both volume and rates aspect of the corporate lending business.
- The rate on corporate loans in the first half was 0.83%, up from 0.74% in the same period last year. We expect further improvement to 0.93% in the second half.
- Next, the volume. The growth rate of the average loan balance is accelerating from 1.5% growth in the first half of FY22 to 3% in the first half of FY23 to 7.8% in the first half of this year.
- As we enter the phase of capital utilization, we are supporting clients' diverse funding needs as part of the core organic business.
- In addition to increasing demand for working capital in the wake of gradual inflation, CapEx needs are also expanding as structural changes such as CX, SX, GX and shortage of labor continue to challenge clients in a more diverse and complicated way.
- CapEx related loan balance increased 7.8% year-on-year and growth was observed across different industries.



- Another pillar of our two key businesses is the fee business. The upper half of the page illustrates how we are starting to enjoy the fruits of the meticulous initiatives implemented to date, including our digital efforts.
- The accumulation of a wide range of recurring fee income is supporting the record high fee income.
- Bottom half are some examples, such as robust AUM and settlement related income. The foundation for a stable source of earnings for the future is steadily expanding.
- Bottom left is a fund wrap balance, which grew by 2.2 times in five years, and investment trust balance increased by 1.3 times.
- The number of customers buying investment trust, fund wrap and insurance products has exceeded 1 million.
- Bottom right, the number of debit cards issued increased by 2.1 times in five years, and the number of app downloads, which was less than 1 million five years ago, exceeded 10 million.
- These are real changes. The number of partner banks using our financial digital platform is also increasing steadily.



- Next, the deposit base that supports the two businesses.
- The core element of the next generation retail banking is having 100% digital connection with all customers, while providing special in-person moments based on in-depth consulting.
- By leveraging this framework, we will continue to further strengthen our sticky deposit base. The value of our deposit base will further increase in a world with interest rates.
- As such, we believe that our deposit costs are reasonably well controlled.

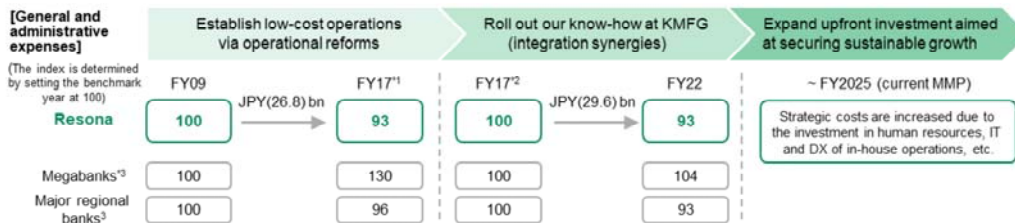
Cost Control

Expand strategic investment aimed at augmenting top-line income while curbing base costs

■ Pursue both the expansion of upfront investment and the strict cost control

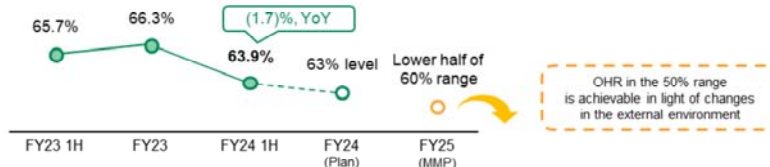
- Expansion of top-line (1H of FY24 +JPY32.0 bn, YoY) > Increase in costs (1H of FY24 JPY(14.9) bn, YoY) ⇒ Reduction of OHR
- Enhance the precision of expense recognition for the integration of MB's back-office operations and systems, etc. (⇒ p.17)

■ Pathway toward cost structure reforms



■ While expanding investment in human resources and IT, OHR has improved by the increase of top-line

[Trends in OHR]

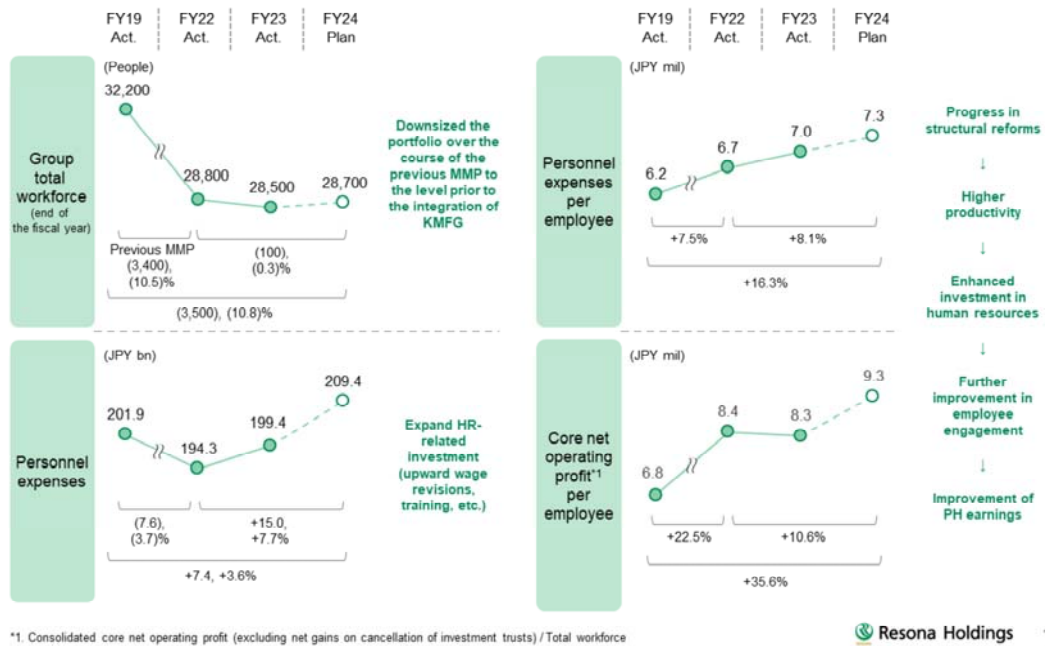


¹1. Resona's figure is from before the integration of KMB and MB ²2. Resona's figure is adjusted after the integration of KMB and MB
³3. Megabanks: avg. of 3 megabank groups, Major regional banks: avg. top 7 regional banking groups. Figures are based on financial statements from each company. (A portion of data is calculated based on the total of former group banks)

- Next, I would like to explain our cost management efforts. Expenses have been rising recently, as we make upfront investment in human capital and IT for the future phase.
- On the other hand, as shown in the middle, we established a low cost operation in the process of Resona reform and have continued the rigorous cost management to this day.
- One thing to note is that under the deflationary environment, there was a certain rationale in compensating the drastic reduction in investment with manpower.
- Yet, in a world with moderate inflation and a declining working population, we believe that productivity gained through process reforms, DX and other measures is essential for exerting competitiveness as a next generation retail bank.
- Such reforms will take a considerable amount of time, but in the meantime, we will rigorously control the cost to income ratio with top line growth, which will further exceed the increase in expenses.
- As a result, we believe the OHR in the 50% range will be achievable in the near future considering the changes in the external environment as well.

Upfront Investment in Human Capital

Enhance investment in human resources supporting sustainable growth and structural reforms (CX)



Resona Holdings 16

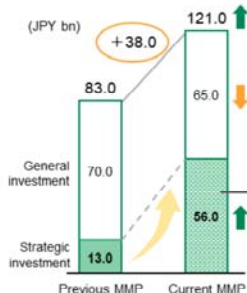
- Next, I would like to elaborate on the upfront investment in human capital and IT system to be executed during the midterm plan. First on human capital.
- To date, we have been improving productivity through continuous structural reforms.
- As shown at top left, in the three years under the previous midterm plan, we had reduced the total group headcount by 3,400 people, reaching pre-KMFG integration level.
- This was achieved while redeploying personnels to strategic businesses.
- In the current and midterm plan, we aim to raise the level of organizational capability for the next phase by allocating the management resources gained through this process through reinvestment.
- Upper right, personal cost per head will increase by 16.3% from the starting point of the previous midterm plan to the end of this fiscal year, but as indicated at bottom right, core net operating profit per employee is expected to increase by 35.6%, exceeding the cost increase.

Upfront Investment in Intellectual Capital (IT)

Develop next-generation IT / systems supporting sustainable growth and structural reforms (CX)

- Expand strategic investment aimed at strengthening our capabilities to achieve CX and growth in top-line income

[Amount of IT investment]



	Previous MMP	Current MMP	~Sep. 24 (Act.)
Strategic investment (breakdown)	13.0	56.0	34.5
Challenge area ¹	6.0	33.0	13.0
System integration of MB	6.0	20.0	20.5
Others	1.0	3.0	1.0

Overview of key measures and expected effects

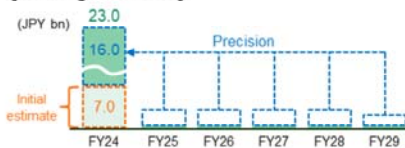
- Improvement in productivity via process reforms / enhancement of top-line income

Main projects	Expected effects (from FY22 to a 10 years later)
Restructuring of trust banking and pension management systems	✓ Double pension asset balance (+JPY5 tn) ✓ Streamline the majority of existing operations
Restructuring of housing loan-related systems	✓ Double loan origination amount per year (+JPY1 tn) ✓ Reduce workload (screening related) by 60%
Development of new lending systems	✓ Operational reforms within lending sections → Maximize time spent in direct customer communication

Integrate MB's back-office operations and systems (Scheduled in Jan. 2025) ⇒ Transition to "one platform"

- Accelerate both top-line expansion and streamlining clerical work
 - ✓ Digitize branch-counter operations (introduce tablets, location-free customer reception)
 - ✓ Halve the volume of branch-counter and back-office operations (utilize the Group's universal platform)
- Enhance the precision of expense recognition
 - ✓ System migration expenses, etc., are expected to be collectively amortized in the 4Q of FY24
⇒ Amortization costs will decrease from FY25 onward

[MB integration costs]



¹ Development of lending- and loan-related systems, the development of trust and pension management systems, new businesses, etc.

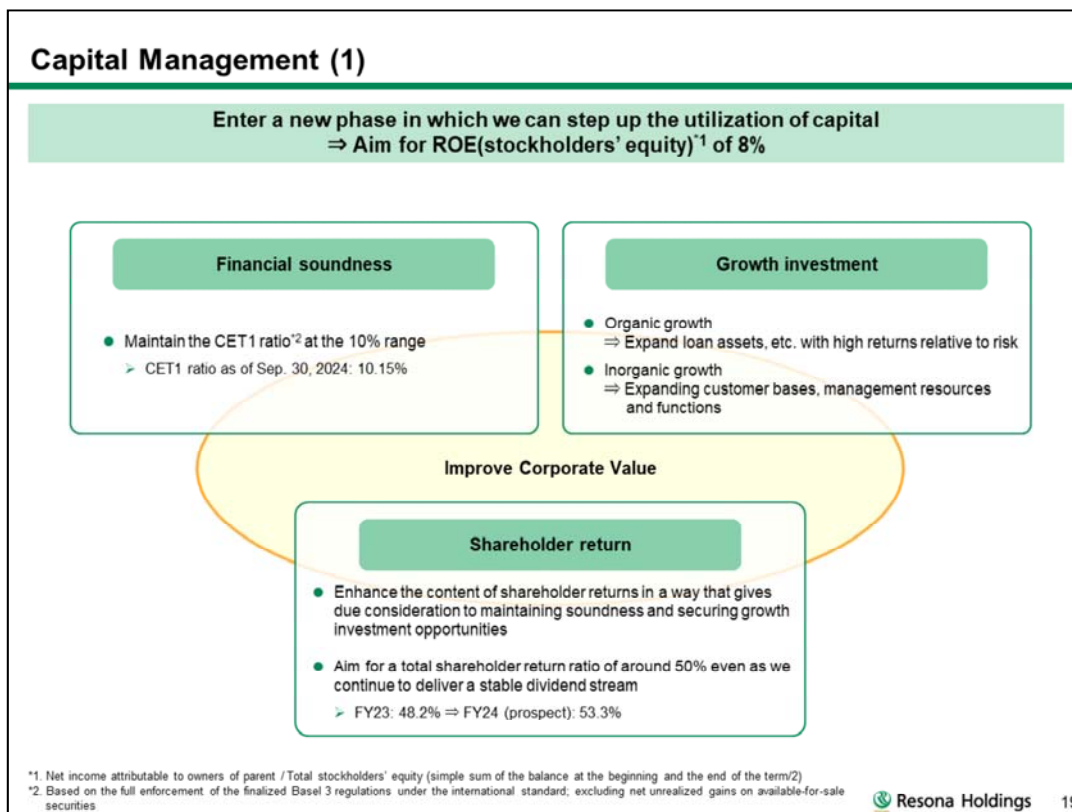
Resona Holdings

17

- Next, investment in intellectual capital and IT.
- As the left graph indicates, we plan to increase the strategic investment by roughly JPY40 billion during the current midterm plan compared to the previous one.
- The integration of Minato Bank's back office operations and systems is scheduled for this year, and as we assume at the time of the midterm plan, the investment is expected to be roughly JPY20 billion.
- Through this project, the group's back office operations will be integrated and a single platform will be completed.
- Minato Bank will finally be able to fully capitalize on all of Resona Group's products, functions and services, which will support the future earnings growth.
- Furthermore, system integration costs will be amortized in a lump sum in Q4, which will help to significantly reduce amortization expenses from next fiscal year onward.

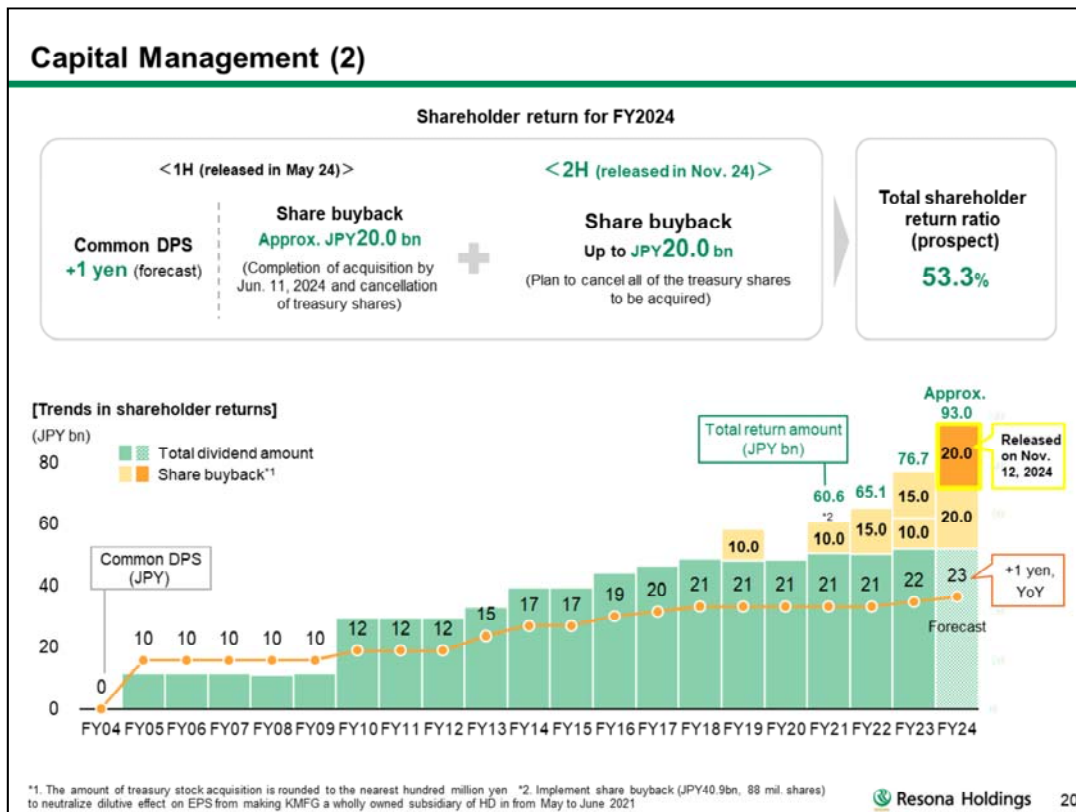


- Next, on capital management.

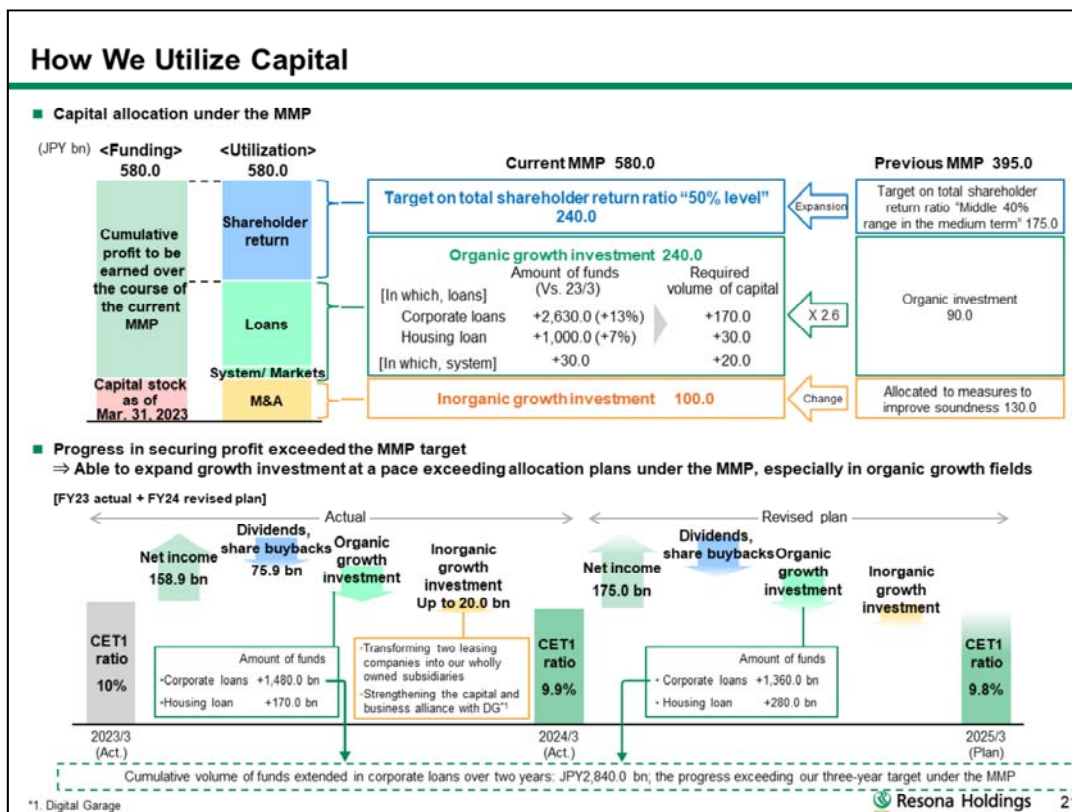


- This summarizes the direction of capital management in the current to midterm plan, under which we shift from the qualitative and quantitative expansion of capital to the utilization of capital phase.
- As shown on top left, the financial soundness, KPI under the midterm plan, namely CET1 ratio on a full enforcement of finalized Basel III basis excluding net unrealized gains on available for sale securities, was 10.15% at the end of the first half.
- Upper right, growth investment for this fiscal year is progressing, mainly for organic growth.
- As shareholder return shown at the bottom, while continuing the steady dividend, we will pursue roughly 50% total shareholder return rate.
- This time, we have announced a share buyback of JPY20 billion as well.

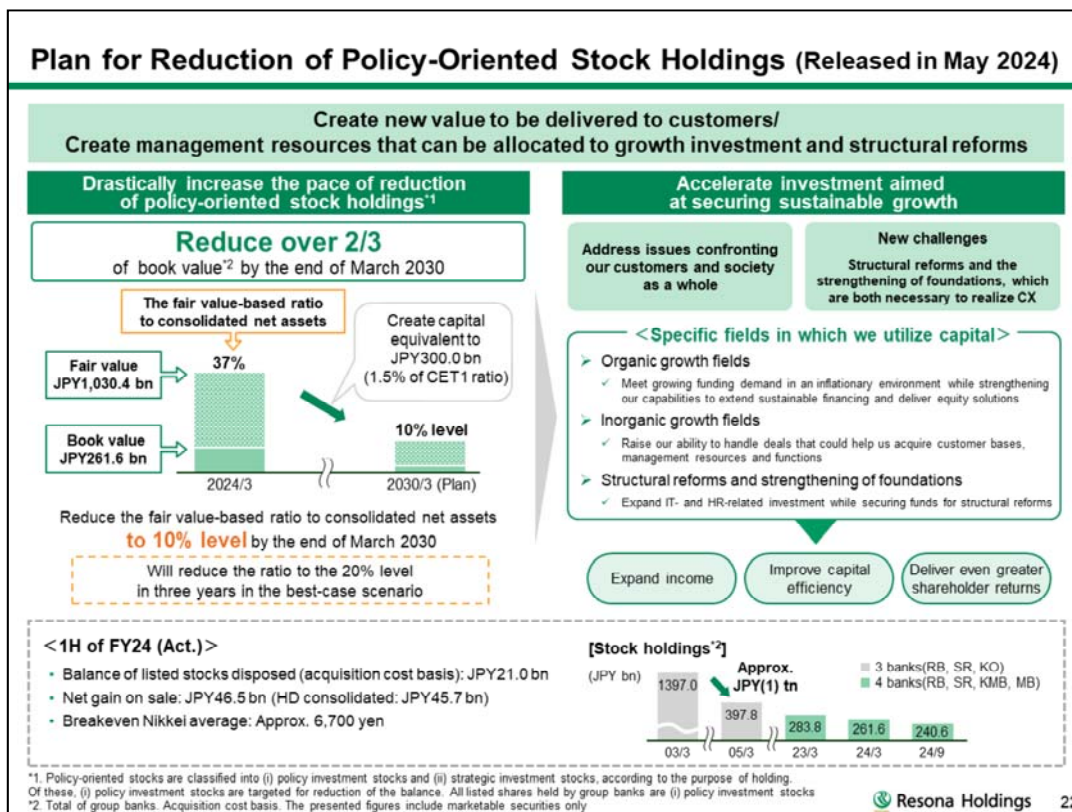
Capital Management (2)



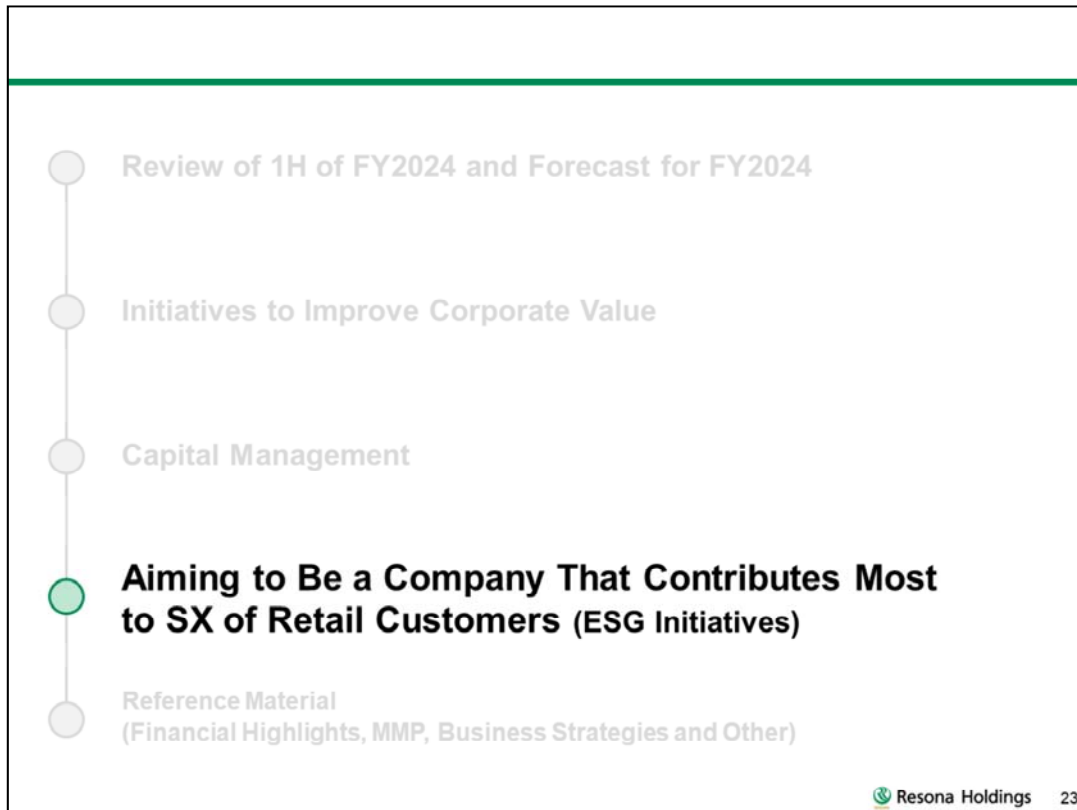
- The graph illustrates the steady growth of the total return amount.
- We decided on the latest action in order to show our path toward achieving the total return target, as our business performance and the financial soundness have both remained solid.
- As a result of this action, the total return ratio against the new full year guidance is expected to be 53.3%.



- This slide illustrates the capital allocation and usage of capital under the midterm plan.
- The bottom half of the page shows actual results for the previous year and the plan for the current year.
- We expect continued strong growth in loans, especially to corporate customers.
- The CET1 ratio is expected to be roughly at the level of last fiscal year end with enhanced basic earnings power and utilizing capital generated through the sale of strategic equity holdings.
- We believe we will be able to show a pathway of sustainable growth by maintaining a high level of soundness and promoting capital utilization for organic and inorganic opportunities.



- Next, plan for the policy oriented stock holdings.
- In May this year, we announced a new reduction plan.
- The purpose of accelerating the pace of reduction is to deliver new value to our customers and to ensure the sustainable growth of Resona Group.
- Specifically, we will reduce other balance based on book value by more than two-third in six years.
- This is a 94% reduction on a book value basis by 2030 compared against March 2003, the founding year of Resona.
- On a fair value basis, this ratio will be cut down to roughly 10% of the consolidated net assets by 2030.
- We believe that the 20% level can be reached in three years at the earliest, and we will progress further.
- Under this framework, we started strong this year, divesting the stocks by JPY21 billion on book value basis in the first half.
- Net gain on sales has also exceeded our initial expectations.
- We will continue to reduce the strategic stock holdings so that we can accelerate the investment for both organic and inorganic growth.
- We will also actively consider shareholder return by capitalizing on the earnings upside, stemming from the positive capital recycling flows.



- From this page, we have prepared slides on ESG initiatives as we aim to be the company that contributes most to sustainable transformation or SX of retail customers.
- We have allocated more slides for the ESG section, so please refer to them later at your convenient time.
- This concludes my presentation. Thank you for your attention.

Long-Term Sustainability Indicators

Aiming for sustainable improvement in social and corporate value

		FY2022	FY2023	FY2030 (target levels)
Value for customers and society	Value Creation Capability Indicator Number of cases where solutions are provided	10.5 mil cases	11.8 mil cases	20.0 mil cases
	Retail Transition Financing Target (Cumulative total)	JPY1.8 tn	JPY3.7 tn	JPY10 tn
Environmental value	Declaration of Net-zero Greenhouse Gas Emissions in the Investment and Financing Portfolio	-	-	2050: Net zero
	Interim target for the energy sector (Portfolio carbon intensity)	139gCO ₂ e/kwh [FY2021]	150gCO ₂ e/kwh [FY2022]	100~130gCO ₂ e/kWh
	Carbon Neutrality Target (Scope 1 & 2)	vs FY2013 (56)%	vs FY2013 (71)%	Net zero
Social value	Targets for the Empowerment and Promotion of Women	15.3%	12.1%*3	30% or more
	Ratio of female directors and executive officers*1	13.4%	14.8%	20% or more
	Ratio of female senior managers*2 Ratio of female line managers*2	31.4%	32.8%	40% or more
Value for employees	Well-Being Indicator Ratio of positive responses in questionnaires regarding a sense of fulfillment felt in work and private life as part of employee surveys	69.3%	70.0%	Increase the ratio of positive responses

*1. HD *2. Sum of HD, RB, SR, KMB and MB, figures until FY23 include KMFG *3. As of Apr. 1, 2024

Revision of the Resona Group Environmental Policy

Codify our stance on tackling climate change and preserving biodiversity via the involvement of the entire value chain

Revision of the Resona Group Environmental Policy (Nov. 2024)*1

- Updated the Resona Group Environmental Policy via a Board of Directors' resolution based on the recognition of environmental issues, including climate change and damage to natural capital
- Clarified our stance on reducing negative environmental impacts throughout the supply chain as well as working to minimize the direct footprint of our business operations

Environmental Commitment (excerpt from the Environmental Policy)

Climate Change	<ul style="list-style-type: none"> In addition to making a transition to net zero in our own operations, we create a flow of funds consistent with the Paris Agreement through the following initiatives and promote the transition to a decarbonized society. <ul style="list-style-type: none"> We strive to appropriately manage and mitigate climate-related risks and promote initiatives to increase opportunities. We deepen dialogue with our customers to support their medium- to long-term response to climate change and transition to a decarbonized society. We develop and provide a variety of solutions for our customers to respond to their climate-related challenges, including supporting their sustainable finance. We recognize that our business activities and the financial products and services we provide may cause negative impacts on climate. We will respond appropriately in case of such occasions.
Biodiversity	<ul style="list-style-type: none"> In order to realize a society in harmony with nature, we strive to avoid and reduce the impact on biodiversity and conserve nature while recognizing dependencies and impacts on biodiversity in our business activities. We also support our customers' biodiversity initiatives through the provision of financial services.

Initiatives to Preserve Biodiversity

- Starting with heat map analyses covering each sector, we assessed client sectors deemed to have greater dependency and impact on the natural environment. In addition to an assessment of sector-based dependency and impact, we also determined the proportion of the Group's financing portfolio each sector accounts for. (The results were disclosed in Jul. 2024)
- Going forward, we will continue striving to implement more sophisticated and detailed analyses in line with the LEAP approach based on the TNFD framework. By doing so, we will assess the financial impact of nature-related issues.
- With the aim of protecting the natural environment at the regional level and enhancing the resilience of communities, we will also engage in initiatives that involve employees and customers looking to play their part in preserving biodiversity.

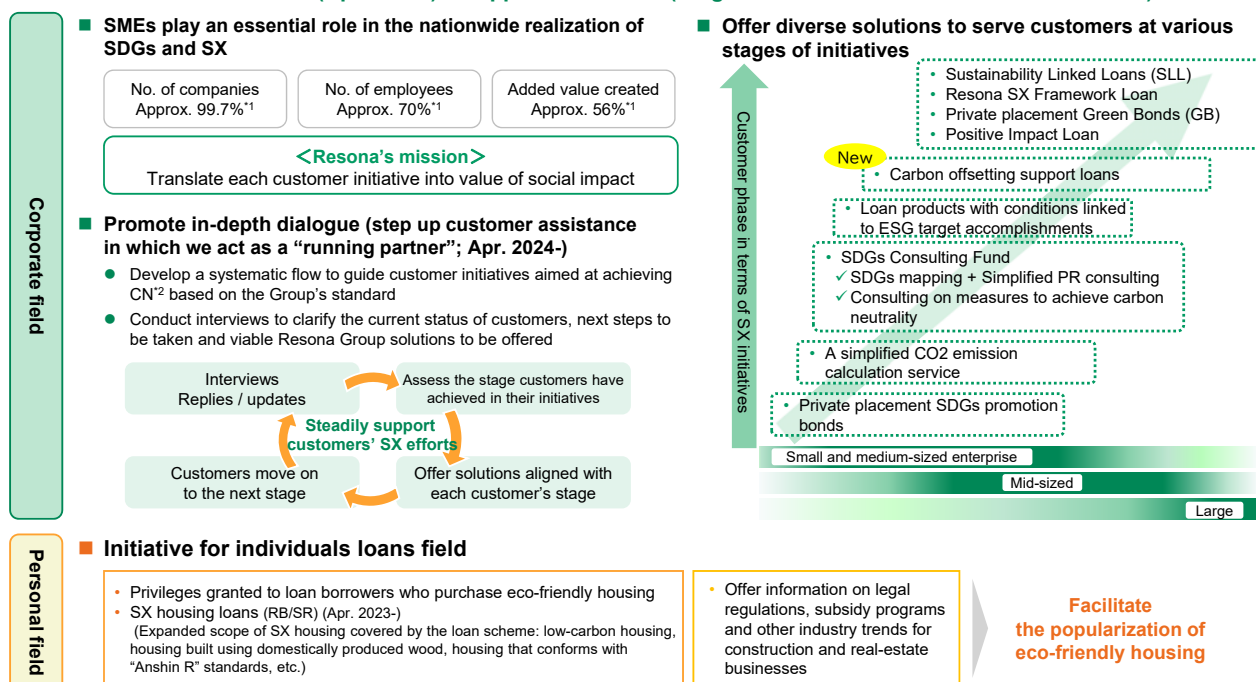
*1. <https://www.resona-gr.co.jp/holdings/english/sustainability/sdgs/environment/policy.html>

E (Environment): Retail Transition Finance

Enhance assistance to retail customers and continuously act as their “running partner,” helping them update their awareness and transform their modes of behavior

1H of FY24 transaction volume: Approx. JPY820 bn : Expanded such financing to a total of JPY2.7 tn over the course of the past 1.5 years, for a progress ratio of around 91% against MMP target (JPY3 tn / 3 years)

Cumulative total (Apr. 2021-) of approx. JPY4.6 tn (Target for FY30: cumulative total of JPY10 tn)



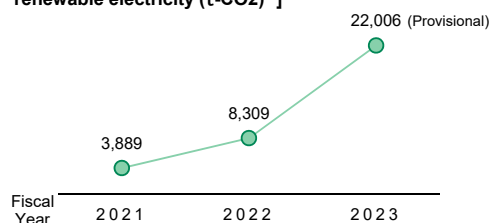
*1. The Small and Medium Enterprise Agency “2024 White Paper on Small and Medium Enterprises in Japan” *2. Carbon Neutrality

E (Environment): Carbon Neutrality (1) -Scope1 & 2-

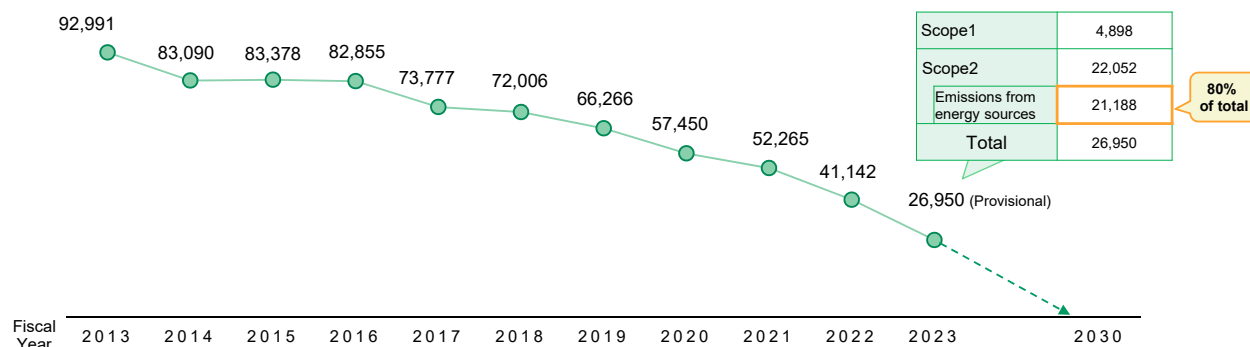
Initiatives to reduce greenhouse gas (GHG) emissions (Scopes 1 & 2) arising from the Group's energy use

- Measures to achieve our carbon neutrality target (reducing CO2 emissions to net zero by the end of FY2030)**
 - Steadily reduce the volume of CO2 emissions via the proactive introduction of clean energy, such as renewable energy, with the utmost priority placed on reducing emissions attributable to electricity use, the source of 80% of our emissions
 - Completed the switchover of energy sources at energy-intensive facilities, such as head offices and back-office centers, by the end of FY2022 and shifted our focus in FY2023 to promoting similar switchovers at branches
 - Aim to achieve a 100% switchover to renewable energy sources, etc., at facilities for which energy is directly procured by the Group by the end of FY2025

[CO2 emission reductions due to the introduction of renewable electricity (t-CO2)^{*1}]



[CO2 emissions volume (t-CO2)^{*2}]



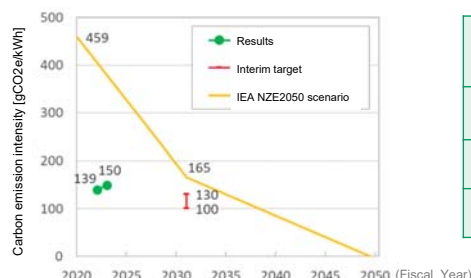
*1. The difference between emission volumes determined using the basic emissions factor and emission volumes calculated in accordance with the adjusted emissions factor as set out in the Act on Rationalization of Energy Use and Shift to Non-fossil Energy (Energy-Saving Act) and the Act on Promotion of Global Warming Countermeasures (Global Warming Countermeasure Act)

*2. Results for FY20 to FY22 have obtained third-party assurance

E (Environment): Carbon Neutrality (2) -Scope3-

Initiatives to reduce GHG emissions (Scope 3, Category 15) from our investment and financing portfolio

- Committed to achieving net zero by 2050 in terms of GHG emissions from our investment and financing portfolio
- Progress toward achieving the interim target with regard to financed emissions from the energy sector (carbon emission intensity of 100 to 130gCO₂e/kWh in FY2030)
 - The sector's carbon emission intensity as of the end of Mar. 2023 surpassed that of the previous fiscal year (+11gCO₂e/kWh), reflecting growth in the volume of energy sourced from thermal power plants due to the prolongation of periodic inspections targeting nuclear power plants run by some clients. However, the figure still remains below the 2030 carbon emission intensity^{*1} envisioned in the 1.5 °C scenario (NZE2050 scenario).



	Scope subject to GHG emission calculation	Indicators	Results (2023/3)	Amount of investments and loans	Coverage ratio ^{*2}	Data quality score ^{*3}
Electric power	Power generation Scope1	Physical carbon emission intensity	150 gCO ₂ e/kWh	JPY315.4 bn	89%	2.1
Oil / Gas	Mining Scope1-3	Absolute volume	0.17 MtCO ₂ e	JPY6.0 bn	100%	2.8
Coal	Mining Scope1-3	Absolute volume	—	(Not applicable)	—	—

- Proactively extend lending aimed at supporting renewable energy power generation and thus maintain the proportion of renewable energy-related lending in the overall financing portfolio associated with the energy sector
- Plans call for reducing the balance of credit extended in connection with financing for existing coal-fired thermal power generation projects to zero by the end of FY2035 (We have established and announced a "Basic Stance on Lending" that includes a policy of abstaining from freshly extending financing for coal-fired thermal power generation, except when there are compelling reasons to do so, such as to realize economic restoration following a disaster.)

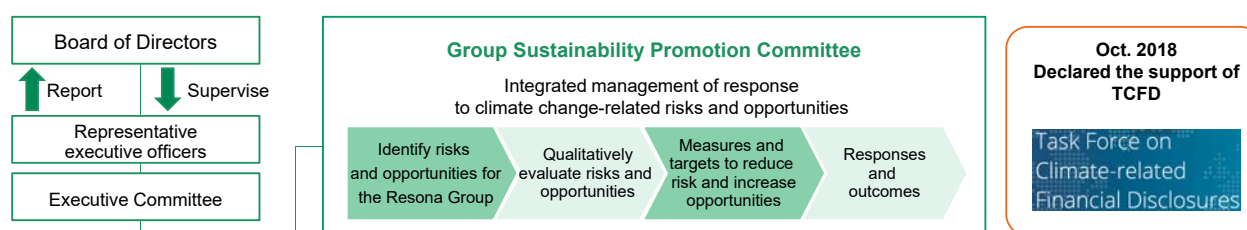
Future Initiatives

- We will give due consideration to Japan-specific circumstances in order to support the stable supply of energy even as we contribute to the widespread use of renewable energy—an essential solution for decarbonization—while helping clients achieve transition and technological innovation. In these ways, we will continue playing our part in the decarbonization of Japan's energy sector.
- We will also consider assessing the financed emissions from and formulating interim targets for key sectors other than the energy sector
- Looking ahead, we will continue to act as a "running partner" for retail customers and to assist them in the transition of their awareness and modes of behavior. By doing so, we will strive to assess and reduce the volume of financed emissions associated with credit extended for retail customers.

^{*1}. Comparison with the 2030 carbon emission intensity (165gCO₂e/kWh) envisioned in the NZE2050 (WEO2022) scenario
^{*2}. Sector-based ratio, based on the volume of lending ^{*3}. Data quality score defined by the PCAF

E (Environment): Our Response to Global Warming & Climate Change

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 Clarify our stance on lending to businesses that may exert a seriously negative impact on the environment, such as enforcing general rule of abstaining from extending new loans to coal-fired thermal-generation projects and extending new loans to coal mining projects (MTR method^{*1}), etc. 	<div> [CDP scores^{*2}] Resona HD A- SMFG A- MUFG A- Mizuho FG A- SMTG B </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 	
Expand the opportunities	Conserving the environment through our products and services	<div> [Individual customers] ✓ R246 ESG ✓ Offer benefits to loan customers who purchase eco-friendly housing (housing loans) </div>	<div> [The ratio of lending for the energy and utility sector^{*3} to the entire portfolio] 1.3% (As of Mar. 31, 2024) </div>
		<div> [Corporate clients] ✓ Simplified CO₂ emissions calculation service ✓ Loan products with conditions linked to ESG target accomplishments ✓ SX Framework Loan </div>	

^{*1}. A method used for the surface mining of coal seams in mountain areas. The use of the MTR method entails deforestation, and soil from the mountain top is usually dumped in valleys, rivers and other nearby locations. ^{*2}. "CDP Climate Change 2023" on the CDP's website
^{*3}. Lending to energy and utility sectors based on definitions under TCFD recommendations

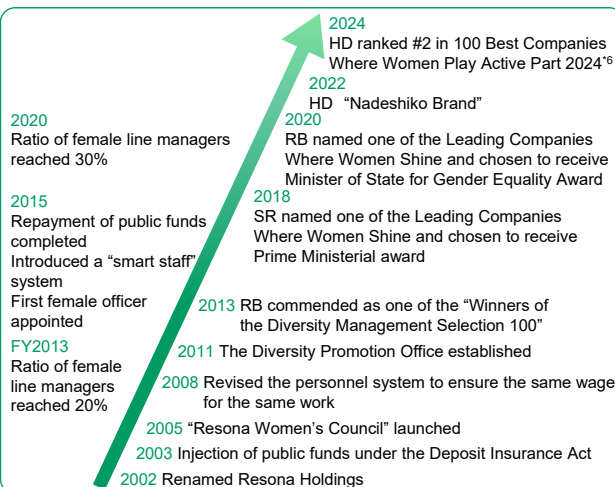
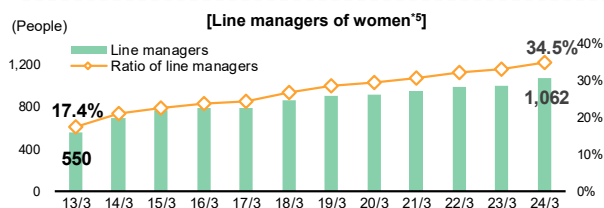
S (Society): Diversity & Inclusion (1)

Creating corporate value by drawing on diversity

- Step up the empowerment of women, to date a source of strength for the Group, ensuring that they serve as a driving force of value creation

Ratio of women	2024 ^{*1}	FY2030 Target
Directors and executive officers ^{*2}	12.1%	30% or more
Senior managers ^{*3}	14.8%	20% or more
Line managers ^{*3}	32.8%	40% or more

(Reference) The ratio of female managers nationwide^{*4}:
General manager or equivalent positions 7.9%, Manager or equivalent positions 12.0%



External evaluation



^{*1}. Directors and executive officers as of Apr. 1, 2024, senior managers and line managers as of the end of March ^{*2}. HD
^{*3}. Sum of HD, RB, SR, KMB and MB, figures until FY23 include KMFG ^{*4}. Ministry of Health, Labour and Welfare (Jul. 2024)
^{*5}. RB+SR ^{*6}. Based on a Survey 2024 of Workplace Opportunities for Female Workers undertaken by Nikkei WOMAN

S (Society): Diversity & Inclusion (2)

Initiatives to empower diverse human resources to achieve success

- 13th Resona Women's Council (Apr. 2023-Mar. 2024)

- Consisting of around 20 members with diverse attributes (titles, age, Group company affiliations, etc.)
- Engage in bottom-up activities, i.e., delivering proposals on women's networking, the enhancement of women's career awareness, the revision of various personnel systems, the implementation of operational improvement measures and the planning of new products



[Main achievements deriving from Resona Women's Council]

- Enhancement of childcare leave-related programs
- Institution of a mentoring system
- Introduction of a reinstatement support program
- Establishment of the Job Return System
- Launch of a system enabling transition from full-time to part-time employee status and vice versa^{*1}

- A trainee system for nurturing female branch managers (Oct. 2022-)

- A system aimed at securing a robust pool of female executive candidates and nurturing female senior managers
- Enable female employees whose careers have been centered on specific operations to take on challenges in unfamiliar areas and thereby achieve further career advancement

- Changes in eligibility requirements for those applying for special working arrangements for child rearing- or nursing care-related reasons (Apr. 2024-)

- Develop an environment that enables both male and female employees to work over the long term with confidence, pursue their desired careers and fully realize their potential (Example: Lengthened the period in which employees are allowed to work shorter hours in order to take on child rearing and nursing care)

- Step up initiatives to encourage male employees to play greater roles in child rearing

- Established a framework allowing cessation from work for childcare upon childbirth in line with the revision of relevant laws in Oct. 2022

< The Resona Group's response >

- Designated the first 14 days of postnatal paternity leave as paid leave and promoted the utilization of such leave along with five days of childbirth leave granted upon a spouse giving birth

[Male employees' status of childcare-related leave]

FY	2017	2018	2019	2020	2021	2022	2023
Ratio of employees taking spousal paternity leave (%)	100	100	100	100	100	100	100
Ratio of male employees taking childcare leaves (%)	-	-	-	-	80.3	98.2	100.8

- Develop an environment in which employees with disabilities can work with confidence

- Transition Resona Mi Rise, which has proactively employed people with disabilities, to a wholly owned subsidiary of Resona Holdings (Apr. 2024), thereby enabling it to serve as a common platform for the Group that promotes employment for such people
- To promote the employment of people with disabilities, we will utilize this subsidiary's know-how in developing the vocational abilities of such people and updating their working environments in a manner aligned with their individual aptitudes

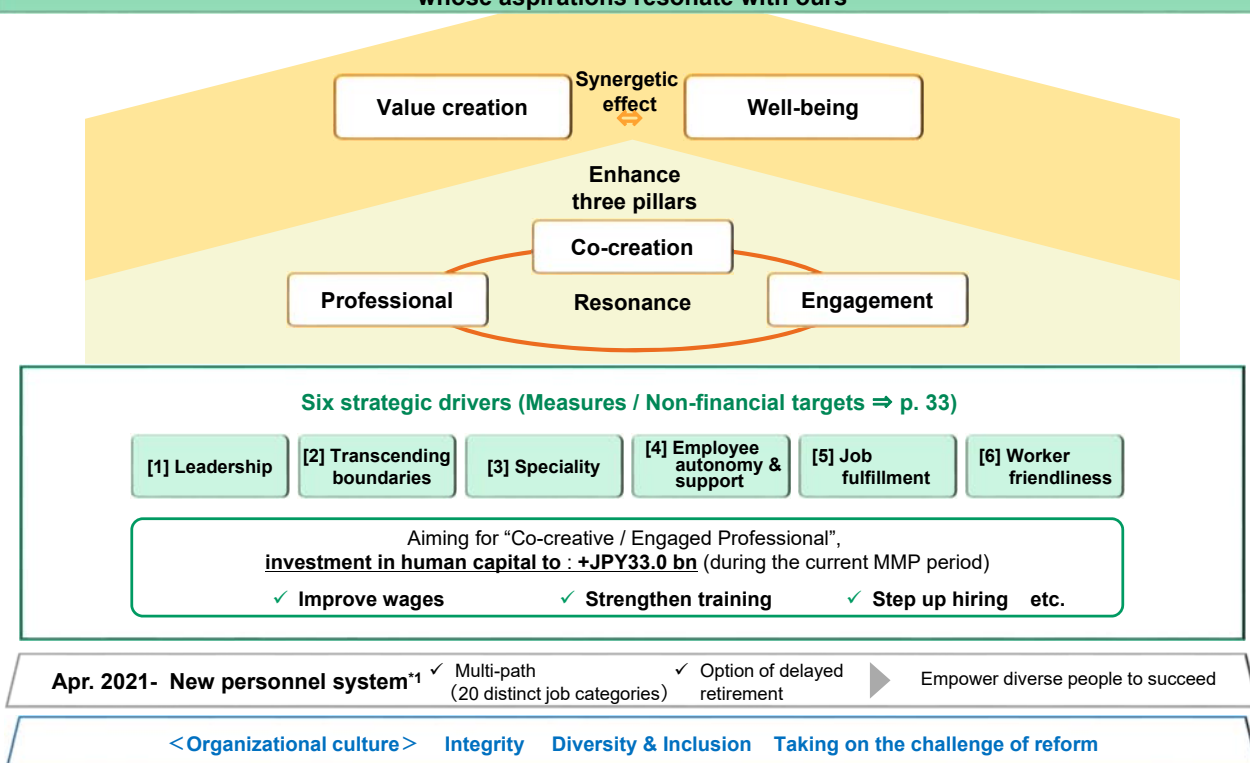


Employees at work

^{*1}. Upgraded from the "smart staff" system, which was introduced in 2015 to enable applicants to work shorter working hours or be assigned more limited jobs compared with full-time employees

S (Society): Overview of Our Human Resource Strategy

HR vision: Create a prosperous future by working with diverse partners from within and outside the Group whose aspirations resonate with ours



*1. In place at RB, SR and some other Group companies

S (Society): Six Drivers for Realizing Human Resource Strategy (1)

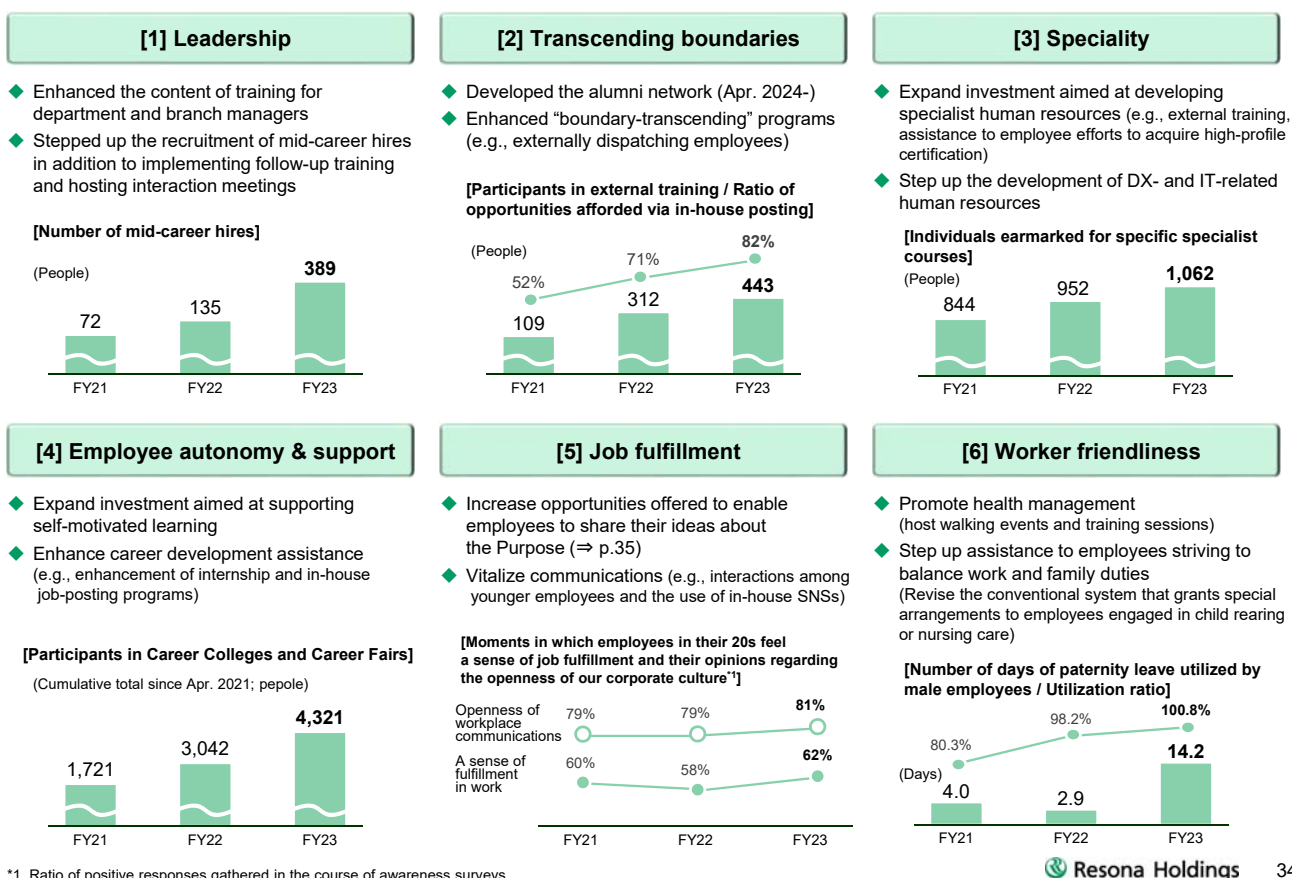
Drivers	Non-financial targets	FY22 ⇒ FY23 / FY30	Our policy for FY24 initiatives
[1] Leadership	<ul style="list-style-type: none"> Ratio of women line manager Ratio of mid-career employees hired as managers 	31.4% ⇒ 32.8% 40% 10.2% ⇒ 11.7% 18%	<ul style="list-style-type: none"> Continue implementing assistance programs aimed at empowering women Enhance the recruitment of mid-career hires and help them earn success
[2] Transcending boundaries	<ul style="list-style-type: none"> Ratio of mid-career employees newly hired as senior managers, including those from different sectors*1 	42% ⇒ 44% 100%	<ul style="list-style-type: none"> Enhance the content of "boundary-transcending" training programs based on in-house postings Invigorate the alumni network
[3] Speciality	<ul style="list-style-type: none"> # of human resources with highly specialized expertise*2 [Of which, high-ranking qualifications via in-house specialist certification systems] 	2,481 [42] ⇒ 2,468 [+50] 3,000	<ul style="list-style-type: none"> Invest in human resources (HR) with an eye to recruiting and nurturing specialists Strengthen employees' consulting skills
[4] Employee autonomy & support	<ul style="list-style-type: none"> Cumulative total number of individuals selected via in-house job postings (FY21~FY30) 	684 ⇒ 1,194 4,000	<ul style="list-style-type: none"> Step up career development assistance and increase the number of career opportunities offered to employees through in-house job postings Provide employees with supportive measures aligned with their individual needs and help them achieve growth (introduce and utilize an HR system*3)
[5] Job fulfillment	<ul style="list-style-type: none"> Ratio of positive responses in employee awareness surveys (i) A sense of fulfillment in work (ii) Openness of workplace communications 	(i) 66% ⇒ (ii) 69% Increase the ratio (ii) 79% ⇒ (ii) 80%	<ul style="list-style-type: none"> Strengthen connections between the Purpose and individual employee action Execute HR-related investment to improve wages while invigorating communications
[6] Worker friendliness	<ul style="list-style-type: none"> Ratio of annual paid leave utilized 	77.6% ⇒ 83.1% 88%	<ul style="list-style-type: none"> Reform and streamline our business processes Help employees balance work and family duties while assisting them in their health improvement efforts

*1. Training involving overseas assignment, external secondment or external dispatchment

*2. Individuals who have acquired high-ranking qualifications via in-house specialist certification systems or other similar qualifications

*3. Learning management system, talent management system

S (Society): Six Drivers for Realizing Human Resource Strategy (2)



*1. Ratio of positive responses gathered in the course of awareness surveys

S (Society): Improve Our Social Value and Corporate Value by Facilitating the Widespread Recognition of the Purpose

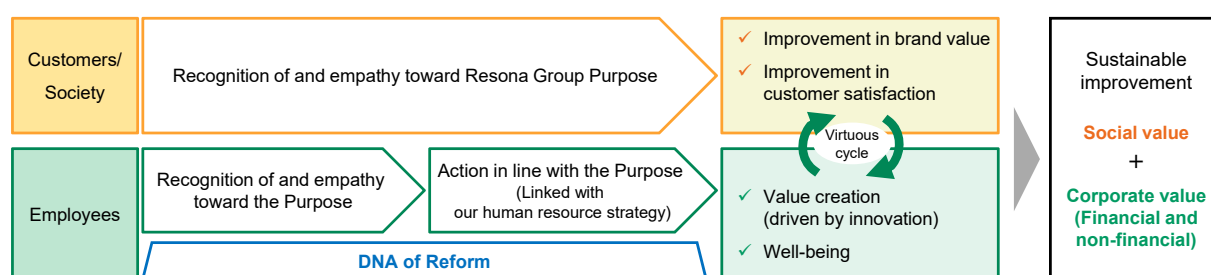
Create a positive cycle arising from the widespread recognition and support of the Purpose among customers and society as a whole as well as among employees

Resona Group Purpose

Beyond Finance, for a Brighter Future.

Resona Group's Conceptual Structure (⇒ p.80)

What we realize to be facilitating the wide spread recognition of the Purpose



A "My Purpose" Project that empowers 30,000 employees to establish their own purposes

- Workshops are held regularly to help each employee establish a personal version of the Purpose^{*1}



A "My Purpose" workshop

- Resonance between the Purpose and each individual employee
 - Encourage employees to autonomously practice the Purpose
 - Improve employee engagement and create a sense of job fulfillment

Improvement in the Well-being Indicator

*1. Individuals' desires regarding how they aim to contribute to society as a member of the Resona Group

S (Society): Sponsoring B.LEAGUE (Jul. 2024)

“Create an exciting future” and “Contribute to the development of regional communities”

- Became a title partner*1 for B.LEAGUE, a professional male basketball league in Japan
- To enhance the corporate value of the Resona Group, we have decided to undertake activities in collaboration with B.LEAGUE, which boasts a strong public appeal, as part of our regional contribution, marketing and branding efforts.

Why B.LEAGUE?

- ✓ B.LEAGUE consists of 38 clubs in 32 prefectures across Japan that cherish their ties with regional communities, fans and partner companies.
- ✓ The purpose of B.LEAGUE, “Kokoro Tagiru.” (burning passion) , resonates with the underlying concept of the Resona Group’s Purpose as the two entities share the same passion for regional contribution.

金銭+で、未来をプラスに。  **ココロ、たぎる。**



<Examples of activities under our sponsorship>

- ◆ Collaborative projects involving Kids' Money Academy × B.LEAGUE



- ◆ Streaming of concept movies and CMs, posting of ads at arenas and on newspapers



- ◆ Signing of BM contracts with club teams nationwide to help them manage their sponsorship agreement

- Our plans currently call for signing BM contracts with about 30 clubs

*1. The sole partner holding the naming rights to all official games subject to the title partner agreement that are held by B.LEAGUE during the entire season. This right covers all external representations of B.LEAGUE games, including the official logo.

 Resona Holdings

36

S (Society): Social Contribution and Regional Vitalization Initiatives

Implement initiatives that transcend the framework of finance in our market area

Saitama Prefecture

Make Saitama Prefecture the most livable prefecture in Japan

Utilize the framework of an “advanced banking service company” (i.e., Regional Design Laboratory of Saitama) to implement regional vitalization projects

- Consulting on town development
 - ✓ Addressing such social issues as the utilization of rivers and the management of public facilities
- “Hometown tax payment” for corporations
 - ✓ Commissioned by about one half of municipalities*1 in Saitama to handle relevant operations
- Business incubation assistance
 - ✓ Resona Koedo Terrace
 - In May 2024, the former Kawagoe Branch building (a national government-designated tangible cultural property) was reopened as “Resona Koedo Terrace” after renovation!



Kansai Region

Vitalize the economy of the Kansai area through Expo 2025 Osaka, Kansai

Rally all Group members to support connections between Expo and our customers



- Osaka Pavilion “Reborn Challenge”
 - ✓ SMEs and startups will present their technologies during the 26-week period of exhibitions
 - ✓ Resona is involved in the planning of four-week exhibitions focused on “medical care in the future” and other cutting-edge topics
 - ✓ Will support 39 exhibitions by 45 companies, including Resona’s corporate customers
- “Myakupo!” point service
 - ✓ RB will offer a point service as part of “EXPO2025 digital wallet” functions in order to help stir up public anticipation for the Expo and contribute to the realization of SDGs

Points are accumulated when they participate in events hosted by our partner companies and organizations or take action in support of the SDGs!

- Exchange points for exclusive novelty goods!
- Get Expo admission tickets with points!
- Use points to take part in special experiences at Expo pavilions!

©Expo 2025

 Resona Holdings

37

*1. Commissioned by 30 local governments out of the prefectural government and 63 municipalities in Saitama (as of Sep. 30, 2024)

S (Society): Helping Raise Financial Literacy

Promote financial and economic education tailored to meet needs in each age group in order to enhance our asset formation support functions

Main initiatives

■ Initiatives that leverage strengths and resources we possess as a financial group

Elementary and junior high school students	<ul style="list-style-type: none"> ● Resona Group Kids' Money Academy (2005-) ● Resona Teens' Money Academy (2018-) <p>We offer programs in which elementary school students can learn about such topics as the role of banks through quizzes and games developed by Group employees, as well as programs designed to enable junior high school students to gain financial literacy and learn how to wisely handle their money as well as how the economy works.</p>	
High school students	<ul style="list-style-type: none"> ● On-site lectures <p>Implement programs designed to instill literacy related to life planning, asset formation and other topics to meet various needs of schools</p> <ul style="list-style-type: none"> ● Economics Koshien <p>Hosted regional tournaments for the "Economics Koshien" (high school championship), a quiz event in which young people from regions nationwide pit their knowledge of financial and economic topics against one another</p>	
University students	<ul style="list-style-type: none"> ● On-site lectures and coordinated lectures <p>Provide lectures on the prevention of financial problems and the formation of assets while enabling students striving to become teachers to hold mock lectures, etc.</p> <ul style="list-style-type: none"> ● Endowed lectures <p>These lectures entail discussions not only of such topics as finance and regional economies but sustainability-related subjects</p>	
Businesspeople, etc.	<ul style="list-style-type: none"> ● Seminars held for the employees of corporate customers, such as business operators who entrust their pension assets to us <p>Seminars designed to help audiences understand the necessity of and tips on asset formation</p> <ul style="list-style-type: none"> ● Seminars aimed at enabling the elderly to defend themselves from special fraud <p>Hold seminars in collaboration with police departments and local governments, etc., to prevent special fraud</p>	

■ Disseminate information via SNSs and YouTube

■ Released a new educational video discussing financial and economic topics (Mar. 2024-)

- Accommodate customer needs (around 90% of questionnaire responses from customer households engaged in child rearing indicate their need for financial and economic education^{*1})
- Video programs for junior and high school students were produced via tie-ups with popular lecturers at cram school Yoyogi Seminar

<A screenshot from the video program>



^{*1} Based on responses from 5,064 parents who are members of Resona Club (a point service program run by the Group) and raising children who are younger than university age

G (Corporate Governance): Sophisticated Corporate Governance System

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

Board of Directors	<ul style="list-style-type: none"> ■ Majority of the Board members are independent outside directors <p>[% of companies listed on TSE Prime^{*1}] 20.3%</p> <ul style="list-style-type: none"> ■ Ratio of female directors: 25% <p>[Avg. % of companies listed on TSE Prime^{*2}] 16.4%</p> <ul style="list-style-type: none"> ■ Chairperson of the Board of Directors <p>Independent outside director appointed for chairperson from Jun. 2022</p> <p>[% of companies listed on TSE Prime^{*3}] 3.6%</p>		Nominating Committee	<ul style="list-style-type: none"> ■ Independent outside directors only <p>Introduced and operated succession plan from 2007</p> <ul style="list-style-type: none"> ■ Utilize outside consultants, etc. while involving members of the nominating committee Compensation Committee <ul style="list-style-type: none"> ■ Independent outside directors only <p>Revised the remuneration for directors and executive officers in 2023 and introduced "ESG indices" as evaluation criteria</p> Audit Committee <ul style="list-style-type: none"> ■ Majority of independent outside directors <p>Introduced double report line system in 2016</p>
---------------------------	---	--	-----------------------------	---

Outside directors

 Chiharu Baba Chairperson, Compensation Committee (Former Deputy President of Mizuho Trust & Banking)	 Kimie Iwata Chairperson, Nominating 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 (Former Professor, Faculty of Sociology, Musashi University)	 Fumihiko Ike Chairperson of the Board of Directors (Former Chairperson of Honda Motor)
 Sawako Nohara Member, Compensation Committee President of IPSe Marketing	 Masaki Yamauchi Chairperson, Audit Committee Member, Nominating Committee (Former Chairperson of Yamato Holdings)	 Katsuyuki Tanaka Member, Audit Committee Attorney-at-law (Tokyo Seiwa Law Office)	 Ryuji Yasuda Member, Audit Committee Management consultant (Former professor at Hitotsubashi University Graduate School)

Internal directors

 Masahiro Minami President and Representative Executive Officer and Group CEO	 Shigeki Ishida Deputy President and Executive Officer and Group CSO	 Mikio Noguchi Executive Officer Group CIO and Group CPPO	 Hisahiko Oikawa Member, Audit Committee
--	---	--	---

^{*1} Tokyo Stock Exchange (Jul. 2024) ^{*2} Japan Research Institute (Sep. 2024) ^{*3} Dai-ichi Life Research Institute (Oct. 2022)

G (Corporate Governance): Roles, Skills, and Expertise Required to Directors

Strengthening supervisory and decision-making functions through active discussions at Board of Directors meetings, which are rich in diversity

- The skills (experience / knowledge) especially expected of nominees for directors are defined as follows. Candidates were discussed and decided by the nominating committee.

		Organizational management	Legal Compliance Risk management	Finance Accounting	Priority field for the "Retail No. 1" Financial Services Group			
					IT Digital	Sustainability	Diversity & Inclusion	Global
Masahiro Minami		●	●	●	●	●	●	●
Shigeki Ishida			●					
Mikio Noguchi					●			
Hisahiko Oikawa			●					
Chiharu Baba	Outside directors	●	●	●				●
Kimie Iwata	Outside directors	●				●	●	
Setsuko Egami	Outside directors		●			●	●	
Fumihiko Ike	Outside directors	●	●		●			●
Sawako Nohara	Outside directors		●		●		●	
Masaki Yamauchi	Outside directors	●				●		
Katsuyuki Tanaka	Outside directors		●					
Ryuji Yasuda	Outside directors		●	●				●

G (Corporate Governance): Initiatives for Corporate Governance Evolution

Our initiatives to improve the effectiveness of the Board of Directors' operations

Topics addressed in free discussion sessions

- Thanks to reports furnished by Group CxOs, the Board is better positioned to exercise cross-divisional oversight, functioning as a monitoring board with clearer awareness of issues the Group is now confronting
- Over the course of free discussion sessions, the Board engages in deliberations regarding the Group's future initiatives involving even longer time frames and also reviews growth stories with an eye to realizing its Purpose and Long-Term Vision, which were established in the previous fiscal year

Structure supporting in-depth discussions

- Secure regular opportunities for outside directors to exchange opinions with one another and with the CEO
- Foster mutual understanding that facilitates in-depth discussions based on a shared awareness and recognition of issues confronting the Group

Facility tours

- Organized tours of facilities related to topics discussed at Board of Directors meetings
- In FY23, directors toured RB's Tokyo-based branches and Osaka Head Office, deepening their understanding of business activities and operations (joint tours; also attended by RB's outside directors)

Succession Plan (introduced in Jun. 2007)

- Our mechanism for ensuring the succession of roles and responsibilities to be borne by executive officers
- The scope of the plan covers various candidates for HD and group banks, ranging from those who are presidents to those who are new candidates for executive officers
- Candidates are classified by job rank and systematically undergo selection and training programs

Selection process

- Advice from external consultants
- Nominating Committee members attend each program
- Secure a structure for transparent and fair selection

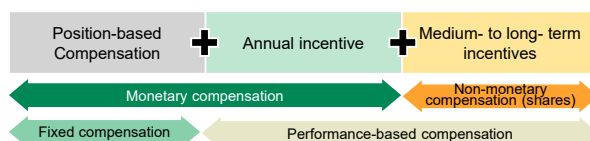
Training process

Nurture individuals who embody Resona's distinctive strength

Ideal traits of executive officer candidates

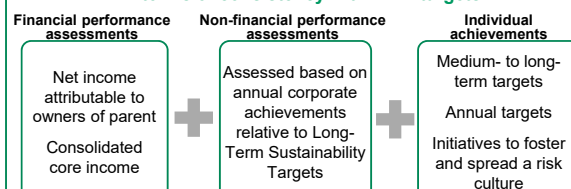
Remuneration for directors and executive officers

Compensation system for executive officers



Annual incentive

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



Medium-to long-term incentives

- Enhance linkage with shareholder value
- Encourage efforts employing medium- to long-term perspectives to improve corporate value
- Scores granted by ESG evaluation agencies are adopted as ESG indices, with the aim of securing objectivity



ESG-Based Recognitions and Initiatives

Status of inclusion into ESG-based stock indices*1

[ESG indexes selected by GPIF (domestic stock)]

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



FTSE Blossom
Japan



FTSE Blossom
Japan Sector
Relative Index

2024 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX



S&P/JPX
Carbon
Efficient
Index

2024 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)



MORNINGSTAR GenDi J
Japan ex-REIT Gender Diversity
Tilt Index
TOP CONSTITUENT 2023

ESG-related external evaluations

MSCI
(Seven-grade system
from AAA to CCC)
A

FTSE
(Full score is set at 5)
3.6

MSCI (WIN)
(Full score is set at 10)
8.4

S&P
(Decile ranking system)
6
(Carbon Efficient Index)

Our support for ESG-related initiatives at home and abroad



Principles for
Responsible
Investment



Partnership for
Carbon Accounting
Financials



*1. Please refer to our corporate website for details⇒ <https://www.resona-gr.co.jp/holdings/english/sustainability/award/>

Resona Holdings

42

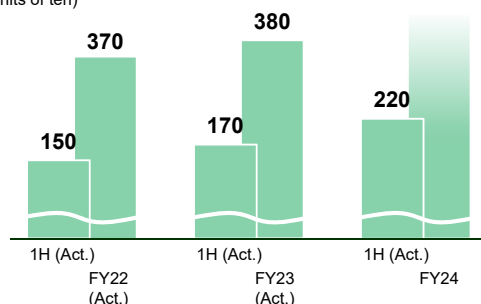
Communications with Shareholders and Investors

Promote constructive stakeholder dialogue to sustainably improve our social and corporate value

Interviews with institutional investors and analysts

[Trend in the cumulative number of investors interviewed]

(units of ten)



Presentation meetings for individual investors

- Approach leveraging both face-to-face and digital channels

Web-based and
physical venue
briefings

YouTube-based
streaming

Shareholder
seminars
(Tokyo, Saitama, Osaka)

Feedback to management

- Periodic reports are furnished to the Board of Directors and the Executive Committee
- Deliver feedback to management on an as necessary basis without limiting methods when subjects are considered to require timely sharing

An example of items taken up for in-depth internal discussions in response to opinions from shareholders and investors

- Continually provide the meeting hosted by outside directors
- Improve the content of IR materials (e.g., Possible Impact on Earnings while JPY Interest Rate Hikes (provisional calculation))
- Accelerate the pace of divesting policy-oriented stock holdings
- Methods for shareholder returns, etc.

The meeting hosted by outside directors (2024/10)



Chiharu Baba
Chairperson,
Compensation
Committee

Fumihiko Ike
Chairperson of
the Board of
Directors

Kimie Iwata
Chairperson,
Nominating
Committee

Resona WAY (Resona Group Corporate Promises)

Customers
Resona cherishes relationships
with customers.

Shareholders
Resona cherishes relationships
with shareholders.

Society
Resona places importance
on its ties with society.

Employees
Resona highly regards employees'
dignity and personality.

Resona Holdings

43

Review of 1H of FY2024 and Forecast for FY2024

Initiatives to Improve Corporate Value

Capital Management

Aiming to Be a Company That Contributes Most to SX of Retail Customers (ESG Initiatives)

Reference Material

(Financial Highlights, MMP, Business Strategies and Other)

Breakdown of Financial Results for the 1H of FY2024

(JPY bn)	Resona Holdings (Consolidated)		Total of group banks		Resona Bank YoY Saltama Resona Bank YoY Kansai Mirai Bank YoY Minato Bank YoY								Difference (a)-(c)	
	(a)	YoY (b)	(c)	YoY (d)	Resona Bank (e)	YoY (f)	Saltama Resona Bank (g)	YoY (h)	Kansai Mirai Bank (i)	YoY (j)	Minato Bank (k)	YoY (l)		
Gross operating profit	(1)	345.1	+32.0	311.1	+25.8	183.5	+24.3	61.1	+2.4	45.3	(1.2)	21.1	+0.3	34.0
Net interest income	(2)	229.0	+24.1	221.9	+20.2	122.1	+16.8	44.2	+3.0	38.0	(1.4)	17.4	+1.7	7.1
NII from domestic loans and deposits	(3)	171.3	+6.5	171.3	+6.5	92.2	+6.7	32.3	(0.4)	33.5	(0.3)	13.2	+0.5	
Interest on yen bonds, etc.	(4)	18.0	+3.6	18.0	+3.6	9.5	+0.6	5.1	+1.7	1.8	+0.7	1.4	+0.4	
Net gains on cancellation of investment trusts	(5)	0.4	(0.6)	0.4	(0.6)	0.3	+0.4	*1	—	(0.0)	0.1	(0.8)	(0.0)	—
Fee income	(6)	112.3	+6.4	87.4	+5.2	57.4	+3.5	17.1	+0.4	6.9	+0.4	5.8	+0.8	24.9
Fee income ratio	(7)	32.5%	(1.2)%	28.0%	(0.7)%	31.3%	(2.5)%	28.1%	(0.4)%	15.2%	+1.3%	27.6%	+3.5%	
Trust fees	(8)	12.8	(0.1)	12.8	(0.1)	12.8	(0.1)	0.0	(0.0)	0.0	(0.0)	—	—	(0.0)
Fees and commission income	(9)	99.4	+6.6	74.5	+5.4	44.6	+3.7	17.1	+0.4	6.9	+0.4	5.8	+0.8	24.9
Other operating income	(10)	3.7	+1.5	1.8	+0.3	3.9	+3.9	(0.2)	(1.1)	0.3	(0.2)	(2.1)	(2.2)	1.9
Net gains on bonds (including futures)	(11)	(8.8)	(1.3)	(8.8)	(1.3)	(4.8)	+1.9	*1	(1.7)	(1.4)	(0.0)	(2.2)	(1.8)	(0.0)
Operating expenses (excluding group banks' non-recurring items)	(12)	(220.7)	(14.9)	(202.5)	(11.6)	(113.1)	(8.0)	(40.3)	(2.5)	*2 (32.3)	(0.5)	(16.6)	(0.5)	(18.1)
Cost income ratio (OHR)	(13)	63.9%	(1.7)%	65.1%	(1.8)%	61.6%	(4.4)%	66.1%	+1.5%	71.3%	+3.0%	78.9%	+1.5%	
Actual net operating profit	(14)	124.8	+17.2	108.5	+14.2	70.3	+16.3	20.7	(0.1)	12.9	(1.7)	4.4	(0.2)	16.2
Core net operating profit (excluding net gains on cancellation of investment trusts) *3	(15)	130.2	+13.2	114.0	+10.1	71.9	+9.1	22.5	+0.5	12.9	(1.0)	6.5	+1.5	16.2
Core income	(16)	*4 83.3	+3.9	74.2	+3.7	46.1	+2.9	14.2	(0.7)	9.9	+0.3	3.9	+1.2	*4 9.0
Net gains on stocks (including equity derivatives)	(17)	46.0	+24.0	46.9	+24.5	25.9	+8.6	8.6	+3.9	0.8	+0.8	11.4	+11.1	(0.8)
Credit costs	(18)	(6.8)	+3.4	(7.6)	+1.4	(8.9)	(2.0)	(0.8)	(0.6)	2.3	+4.0	(0.1)	+0.1	0.8
Other gains, net	(19)	(5.4)	(0.2)	(4.8)	+0.4	(2.9)	+0.2	(0.8)	+0.9	(1.2)	(1.0)	0.2	+0.3	(0.6)
Net income before income taxes	(20)	158.5	+44.5	142.9	+40.6	84.4	+23.1	27.6	+4.0	14.9	+2.0	15.9	+11.3	15.6
Income taxes and other	(21)	(43.2)	(12.0)	(38.8)	(11.4)	(24.1)	(7.1)	(7.8)	(0.9)	(2.1)	(0.1)	(4.7)	(3.2)	
Net income attributable to non-controlling interests	(22)	(1.0)	(0.8)											
Net income (attributable to owners of parent)	(23)	114.2	+31.7	104.0	+29.1	60.2	+16.0	19.7	+3.0	12.8	+1.9	11.2	+8.0	

*1. Losses on cancellation of investment trusts are posted in the net gains on bonds since net of the losses and dividends from investment trusts become negative

1H of FY24(SR): Losses on cancellation of investment trusts: JPY(0.6) bn, dividends from investment trusts: + JPY0.6 bn → net amount: JPY(0.0) bn

*2. Exclude goodwill amortization by KMB, JPY(0.3) bn, related to acquisition of former Biwako Bank

*3. Actual net operating profit – Net gains on cancellation of investment trusts – Net gains on bonds(spot)

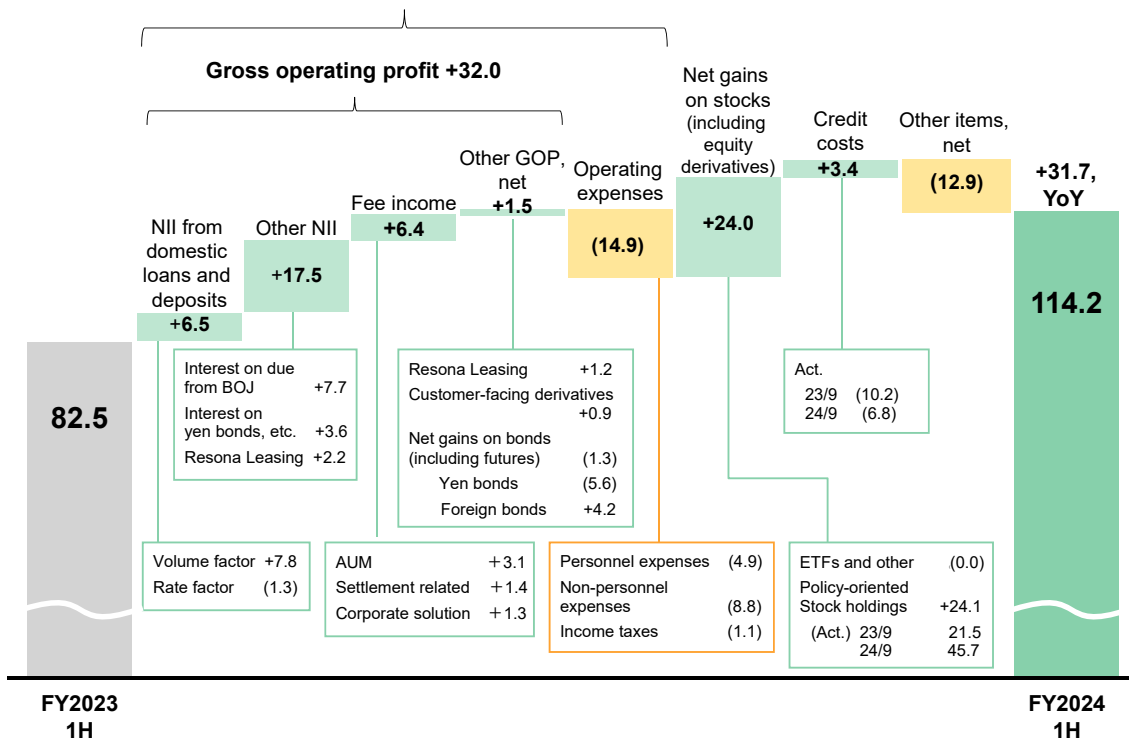
*4. Actual basis excluding operating expenses of Resona Leasing (JPY(2.2) bn)

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

HD
Consolidated

(JPY bn)

Actual net operating profit +17.2 Core net operating profit*1 +13.2



*1. Actual net operating profit - Net gains on cancellation of investment trusts - Net gains on bonds(spot)

Resona Holdings

46

Trend of Loans and Deposits (Domestic Account)

Total of
Group Banks

Average loan / deposit balance, rates and spread

- 1H of FY24 (YoY) : Avg. loan balance +4.62%, Loan rate +3bps [Excluding loans to the Japanese gov. and others]
Average loan balance : +5.22%, Loan rate : +2bps
=> Full year (Revised plan) +5.21% +6bps

Avg. bal. : Trillion Yen Income/Cost : Billion Yen		FY2024			
		1H		Revised plan	YoY ³
		Act.	YoY ³		
Loans	Avg. bal. (1)	42.80	+4.62%	43.01	+4.15%
	Rate (2)	0.84%	+0.03%	0.88%	+0.07%
	Income (3)	180.7	14.4	381.1	+46.2
Excluding loans to the Japanese gov. and others	Avg. bal. (4)	40.70	+5.22%	41.13	+5.21%
	Rate (5)	0.88%	+0.02%	0.92%	+0.06%
	Income (6)	180.7	14.4	381.1	+46.2
Corporate banking business unit ¹	Avg. bal. (6)	23.91	+6.25%	24.26	+6.33%
	Rate (7)	0.85%	+0.06%	0.90%	+0.11%
	Income (8)	100.0	10.0	100.0	10.0
Corporate Loan	Avg. bal. (8)	20.84	+7.81%	21.18	+7.67%
	Rate (9)	0.83%	+0.08%	0.88%	+0.13%
	Income (9)	100.0	10.0	100.0	10.0
Personal banking business unit ²	Avg. bal. (10)	14.40	+1.58%	14.48	+1.74%
	Rate (11)	1.00%	(0.03)%	1.03%	(0.00)%
	Income (11)	100.0	10.0	100.0	10.0
Deposits (Including NCDs)	Avg. bal. (12)	63.10	+1.27%	63.13	+1.18%
	Rate (13)	0.02%	+0.02%	0.05%	+0.05%
	Cost (14)	(9.3)	(7.9)	(34.5)	(31.7)
Loan-to-deposit	Spread (15)	0.81%	+0.00%	0.83%	+0.02%
	Net interest income (16)	171.3	6.5	346.6	+14.5

*1. Corporate loans (excluding loans to HD) + apartment loans, Figures are for internal administration purpose

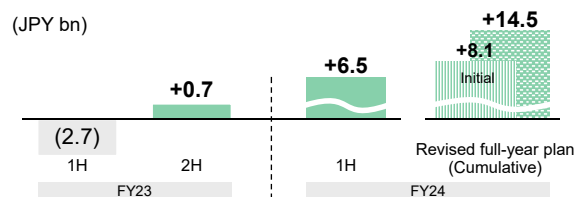
*2. Residential housing loans + other consumer loans, Figures are for internal administration purpose *3. Average balance : rate of change

*4. Corporate banking business unit (excluding apartment loans) + public corporation, etc.

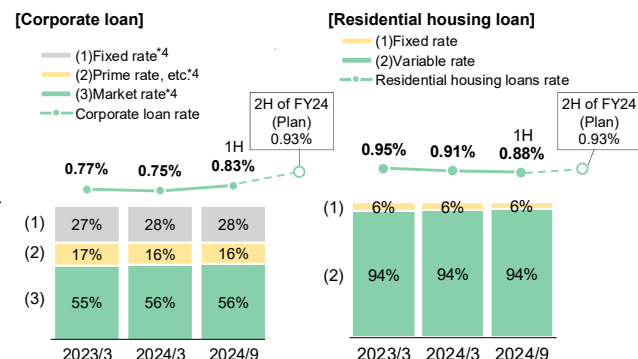
Net interest income from domestic loans and deposits

- NII from domestic loans and deposits began to grow, achieving a turnaround in 2H of FY23
=> Upward revision of full-year plan
(Initial plan : +JPY8.1 bn, YoY => Revised plan : +JPY14.5 bn, YoY)

[Trends in NII from domestic loans and deposits (YoY change)]



Loan rate on a stock basis and composition by interest rate type



Resona Holdings

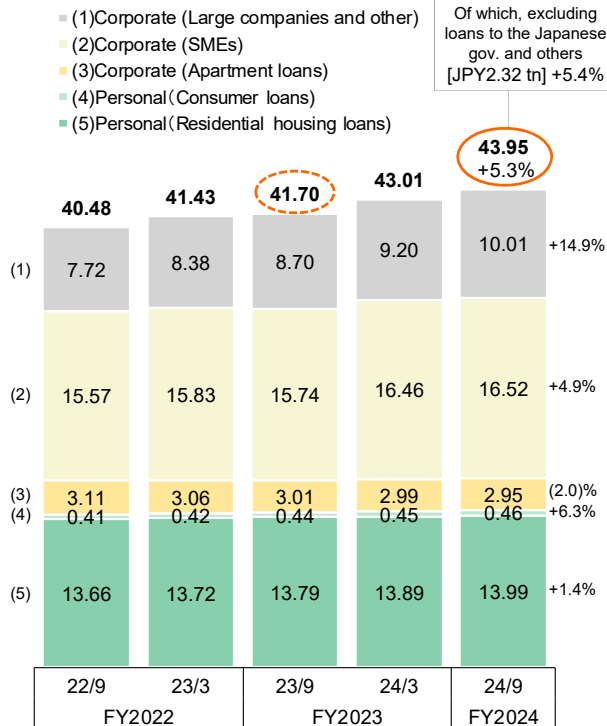
47

Term-end Balance of Loans and Deposits

Total of
Group Banks

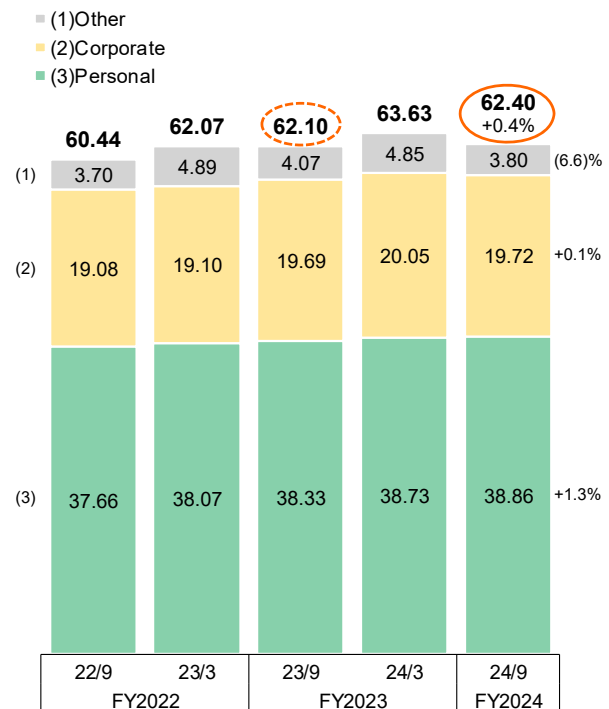
Term-end loan balance

[JPY tn, % represents YoY change]



Term-end deposit balance

[JPY tn, % represents YoY change]

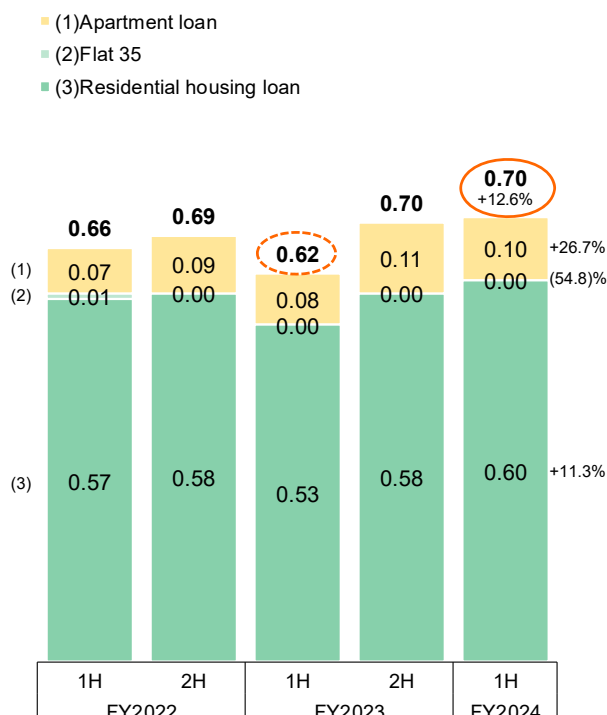


Housing Loan Business

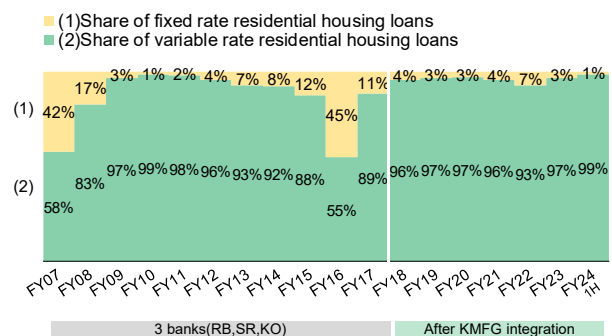
Total of
Group Banks

New housing loan origination

[JPY tn, % represents YoY change]

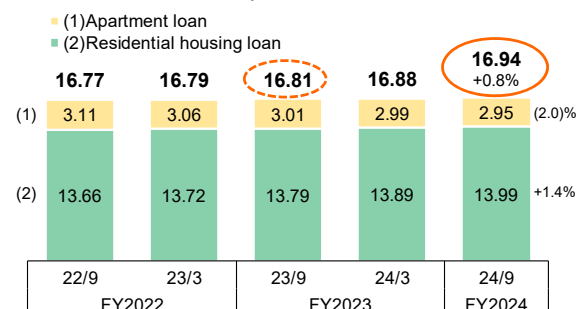


Composition of newly originated residential housing loans by interest rate type



Term-end housing loan balance

[JPY tn, % represents YoY change]

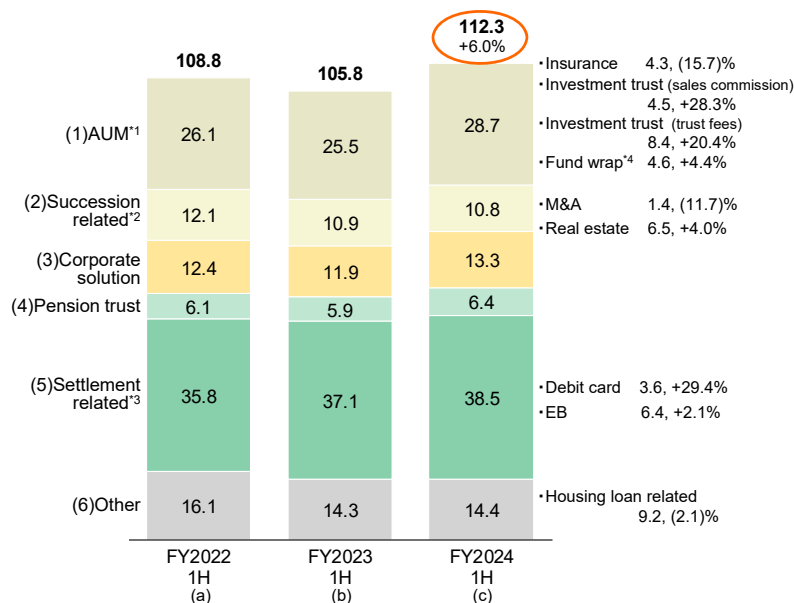


Fee Income

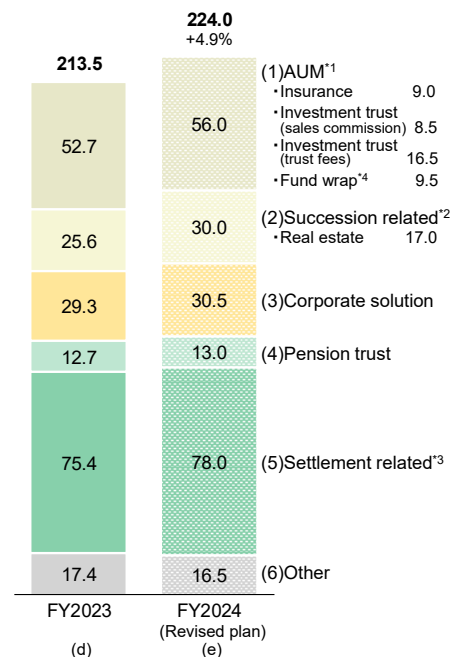
HD
Consolidated

- Historic-high profit on a 1H basis, progress rate against the initial full year plan : 50.5%
- Increased driven by growth in AUM (up JPY3.1 bn, or 12.3%, YoY), settlement related (up JPY1.4 bn, or 3.8%) and corporate solution (up JPY1.3 bn, or 11.6%, YoY), etc.

[JPY bn, % represents YoY change]



[FY results and revised plans]



*1. Insurance and investment trust (sales commission and trust fees), fund wrap, securities trust and fee income earned by Resona Asset Management
*2. Asset and business succession related trust, real estate and M&A income *3. Fees and commission from domestic exchange, account transfer, EB, debit card, etc. and fee income earned by Resona Kessai Service and Resona Card *4. Including fee income earned by Resona Asset Management



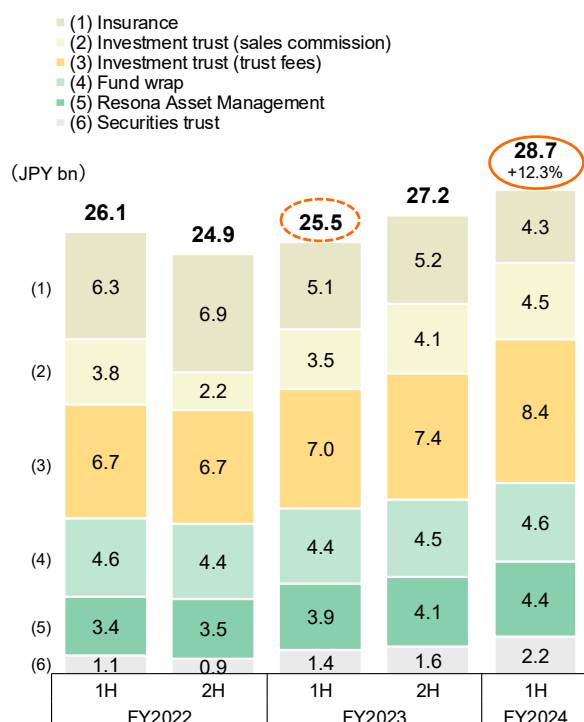
Resona Holdings

50

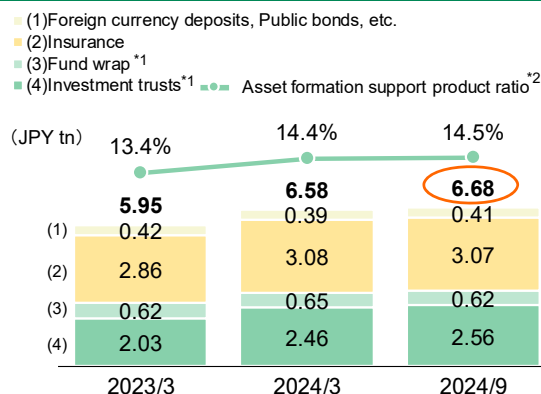
Major Fee Businesses(1) (AUM)

HD
Consolidated

AUM income



Balance of asset formation support products sold to individuals



- Balance of fund wrap*1,3: Sep. 24 JPY783.8 bn, +3.1%, YoY
Of which, external group JPY97.3 bn
- Change in balance of investment trust and fund wrap :
1H of FY24 Approx. +JPY82.0 bn
● Net inflow (new purchase – withdrawal and redemption):
Approx. +JPY122.0 bn
- Number of individual customers having investment trust, fund wrap and insurance products :
Sep. 24 1,012 thousands, +23 thousands, YoY
● Of which, NISA account holders*4: 454 thousands, +9.9%, YoY*5
- iDeCo participants*6: Sep. 24 198 thousands, +9.3%, YoY
- Securities trust (total assets in custody) : Sep. 24 JPY48.0 tn

*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. Including corporation and external group *4. NISA, Junior NISA, Cumulative NISA *5. After adjusting for the impact of the review of aggregation standards from the end of March 2024 *6. iDeCo participants + members giving investment instructions



Resona Holdings

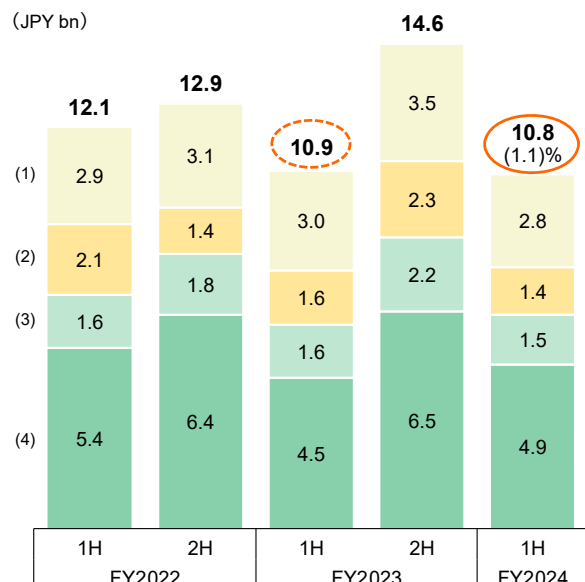
51

Major Fee Businesses(2) (Succession, Corporate Solution, Pension Trust)

HD
Consolidated

Succession related income

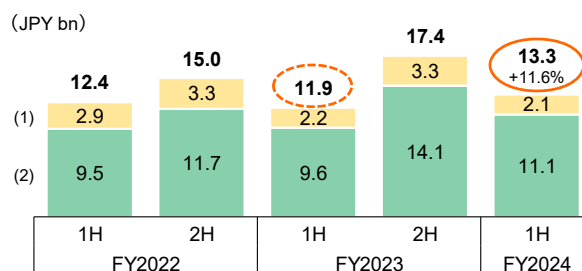
- (1) Asset and business succession related trust
- (2) M&A
- (3) Real estate (individual)
- (4) Real estate (corporation)*1



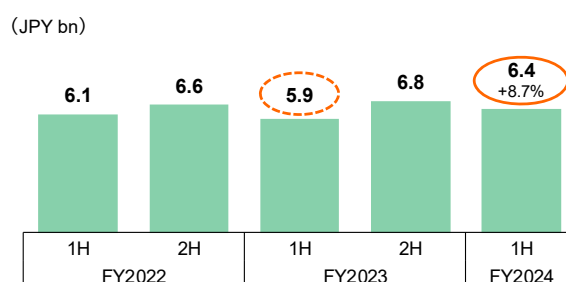
*1. Excluding gains from investments in real estate funds

Corporate solutions business income

- (1) Private notes
- (2) Commitment line, Syndicated loans, Covenants



Pension trust income



Resona Holdings

52

Credit Costs and NPL

HD Consolidated
Total of Group Banks

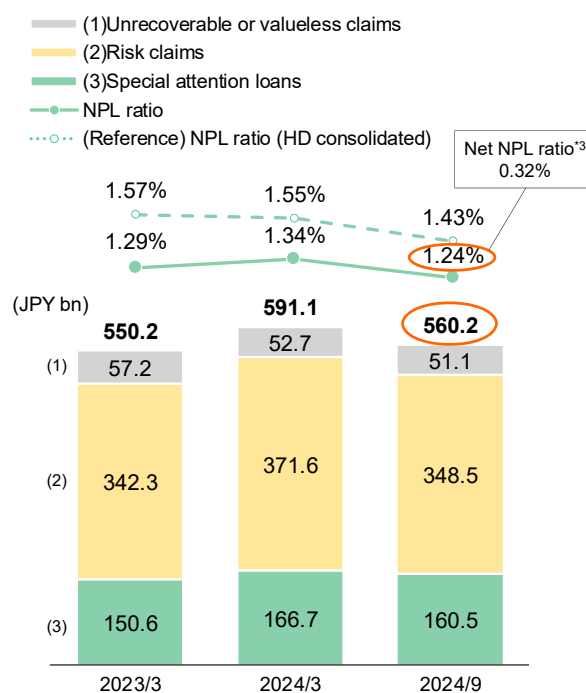
Credit costs

(JPY bn)		FY2022 (a)	FY2023		FY2024	
			1H (b)	(c)	1H (d)	Plan (e)
HD consolidated	(1)	(15.9)	(10.2)	(35.6)	(6.8)	(40.0)
Total of group banks	(2)	(15.0)	(9.1)	(29.6)	(7.6)	(36.5)
General reserve	(3)	(3.1)	3.4	(1.4)	2.2	
Specific reserve and other items	(4)	(11.9)	(12.5)	(28.1)	(9.8)	
New bankruptcy, downward migration	(5)	(45.2)	(19.2)	(40.8)	(32.3)	
Collection/upward migration	(6)	33.2	6.7	12.7	22.5	
Difference (1) - (2)	(7)	(0.8)	(1.1)	(6.0)	0.8	(3.5)
Housing loan guarantee subsidiaries	(8)	1.4	1.3	2.5	1.4	
Resona Card	(9)	(1.7)	(1.0)	(2.0)	(0.9)	
<Credit cost ratio> (bps)						
HD consolidated ^{*1}	(10)	(3.9)	(4.8)	(8.4)	(3.1)	(9.1)
Total of group banks ^{*2}	(11)	(3.6)	(4.2)	(6.8)	(3.4)	(8.1)

(Note) Positive figures represent reversal gains

NPL balance and ratio (Total of group banks)

(Financial Reconstruction Act criteria)



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

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

*3. Net of collateral, guarantees and loan loss reserves

Resona Holdings

53

Securities portfolio^{*1}

(JPY bn, before hedging)	2023/3	2024/3	2024/9	Net unrealized gains
(a)	(b)	(c)	(d)	
Available-for-sale securities (1)	3,886.8	3,948.8	4,070.4	583.8
Stocks (2)	283.8	261.6	240.6	666.5
Bonds (3)	2,400.2	2,215.8	2,509.2	(72.0)
JGBs (4)	645.3	539.3	902.9	(42.1)
Average duration (years) (5)	12.8	11.9	9.5	—
Basis point value (BPV) (6)	(0.78)	(0.60)	(0.84)	—
Local government and corporate bonds (7)	1,754.9	1,676.4	1,606.3	(29.9)
Other (8)	1,202.6	1,471.4	1,320.6	(10.5)
Foreign bonds (9)	721.5	1,002.1	796.9	(11.1)
Average duration (years) (10)	5.8	5.5	4.4	—
Basis point value (BPV) (11)	(0.30)	(0.41)	(0.28)	—
Investment trusts (Domestic) (12)	474.1	466.9	517.4	(0.6)
(Net unrealized gains) (13)	472.9	663.3	583.8	
Bonds held to maturity (14)	3,899.0	4,609.2	4,823.0	(203.3)
JGBs (15)	2,278.2	2,737.0	2,882.4	(158.9)

JGBs (available for sale securities, c-5 and 6, d-4) after hedging in 2024/9

Average duration: 7.2 year, BPV: JPY(0.42) bn, Net unrealized gains: JPY(32.5) bn
(Foreign bonds are partially hedged by domestic investment trusts (bear fund) and other)

*1. Acquisition cost basis. Stocks and others without a quoted market price and investments in partnerships are excluded.
*2. Policy-oriented stocks are classified into (i) policy investment stocks and (ii) strategic investment stocks, according to the purpose of holding. Of these, (i) policy investment stocks are targeted for reduction of the balance. All listed shares held by group banks are (i) policy investment stocks

Status of policy-oriented stock holdings^{*2}

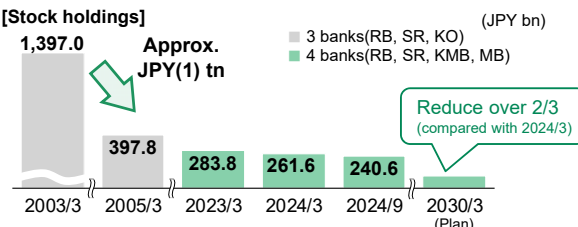
1H of FY24 (Act.)

Balance of listed stocks disposed (acquisition cost basis) : JPY21.0 bn
Net gain on sale: JPY46.5 bn (HD consolidated: JPY45.7 bn)
Breakeven Nikkei average: Approx. 6,700 yen

Outline of the plan for reduction of policy-oriented stock holdings (released in May 2024)

- Aim to create new value to be delivered to customers/
create management resources that can be allocated to growth investment and structural reforms
- Drastically increase the pace of reduction
 - Reduce over 2/3 of book value by the end of March 2030 (compared with 2024/3)
 - Reduce the fair value-based ratio to consolidated net assets to 10% level (will reduce the ratio to the 20% level in three years in the best-case scenario)
- Creating and utilizing capital (equivalent to JPY300 bn) to accelerate growth
 - Accelerate efforts to address issues confronting our customers and society as a whole and structural reforms and the strengthening of foundations, which are both necessary to realize CX

[Stock holdings]



Capital Adequacy Ratio

CET1 ratio (International standard, the full enforcement, excluding net unrealized gains on available-for-sale securities) as of September 30, 2024 was 10.15%

Capital adequacy ratio

		2024/9	Change from 24/3
CET1 ratio (International std.) (Excluding net unrealized gains on available-for-sale securities)	Full enforcement (1)	10.15%	+0.25%
(Reference)	Full enforcement (2)	12.08%	(0.02)%
CET1 ratio (International std.)	Transitional arrangements (3)	15.38%	—
(Reference)	Full enforcement (4)	10.52%	+0.18%
CAR (Domestic std.)	Transitional arrangements (5)	13.13%	+0.28%

[International standard, the full enforcement]

(JPY bn)	2024/9	Change from 24/3
Common Equity Tier1 capital (Excluding net unrealized gains on available-for-sale securities) [(7)-(9)] (6)	2,229.8	+71.2
Common Equity Tier1 capital (7)	2,653.5	+14.3
Stockholders' equity (8)	2,267.6	+68.0
Net unrealized gains on available-for-sale securities (9)	423.6	(56.9)
Regulatory adjustments (10)	(97.9)	+1.9
Risk weighted assets (full enforcement) ^{*1} (11)	21,951.4	+148.8
Credit risk weighted assets (12)	17,142.8	(136.6)
Market risk (13)	293.6	+26.7
Operational risk (14)	895.6	+32.4
Floor adjustment (15)	3,619.3	+226.1

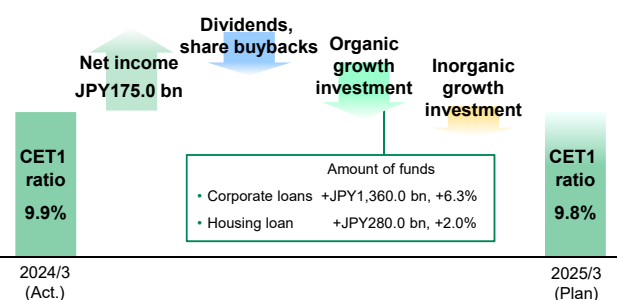
*1. Including risk weighted assets equivalent to market value of policy-oriented stock holdings

Factors for changes in Common Equity Tier1 capital in 1H of FY2024

- Stockholders' equity (8) **+JPY68.0 bn**
 - Net income attributable to owners of parent +JPY114.2 bn
 - Share buyback (completed in Jun. 24) JPY(20.0) bn
 - Interim dividend JPY(26.7) bn
- Credit risk weighted assets (12) **+JPY136.6 bn**
 - Increasing loan balance +JPY198.7 bn
 - Stock holdings JPY(308.7) bn

Factors for changes in CET1 ratio in FY2024

[International standard, the full enforcement (excluding net unrealized gains on available-for-sale securities)]



Earnings Targets for FY2024 (released in Nov. 2024)

HD Consolidated
Total of Group Banks

HD consolidated				DPS		
(JPY bn)	Full-year	Change from initial target	YoY change		DPS	YoY change
Net income attributable to owners of parent (1)	175.0	+10.0	+16.1	Full-year dividend (forecast) (4)	23.0 yen	+1.0 yen
Difference (2)	16.5	+0.5	+1.2	Interim dividend (5)	11.5 yen	+0.5 yen
Core income *1 (3)	168.5	+8.5	+2 +9.8			

Total of group banks / Each group bank (non-consolidated basis)

(JPY bn)	Total of group banks		RB		SR		KMB		MB	
	Full-year	Change from initial target	Full-year	Change from initial target	Full-year	Change from initial target	Full-year	Change from initial target	Full-year	Change from initial target
Gross operating profit (6)	632.0	+24.0	372.0	+20.0	121.5	+3.5	95.0	+1.0	43.5	(0.5)
Operating expenses (7)	(406.0)	-	(228.5)	-	(79.5)	(0.5)	(64.0)	-	(34.0)	+0.5
Actual net operating profit (8)	226.0	+24.0	143.5	+20.0	42.0	+3.0	31.0	+1.0	9.5	-
Net gains on stocks (including equity derivatives) (9)	64.0	+12.5	43.0	-	9.0	+2.5	0.5	-	11.5	+10.0
Credit costs (10)	(36.5)	-	(24.0)	-	(6.0)	-	(3.5)	-	(3.0)	-
Income before income taxes (11)	221.0	+12.0	152.5	+7.5	40.0	+2.5	22.0	(1.0)	6.5	+3.0
Net income (12)	158.5	+9.5	108.0	+5.0	28.0	+2.0	18.0	+0.5	4.5	+2.0

*1. Net interest income from domestic loans and deposits + Interest on yen bonds, etc. + Fee income + Operating expenses, actual basis excluding operating expenses of Resona Leasing

*2. Comparison with the actual basis for the FY23 (excluding the impact of the joint management designated money trust of +JPY2.4 bn)

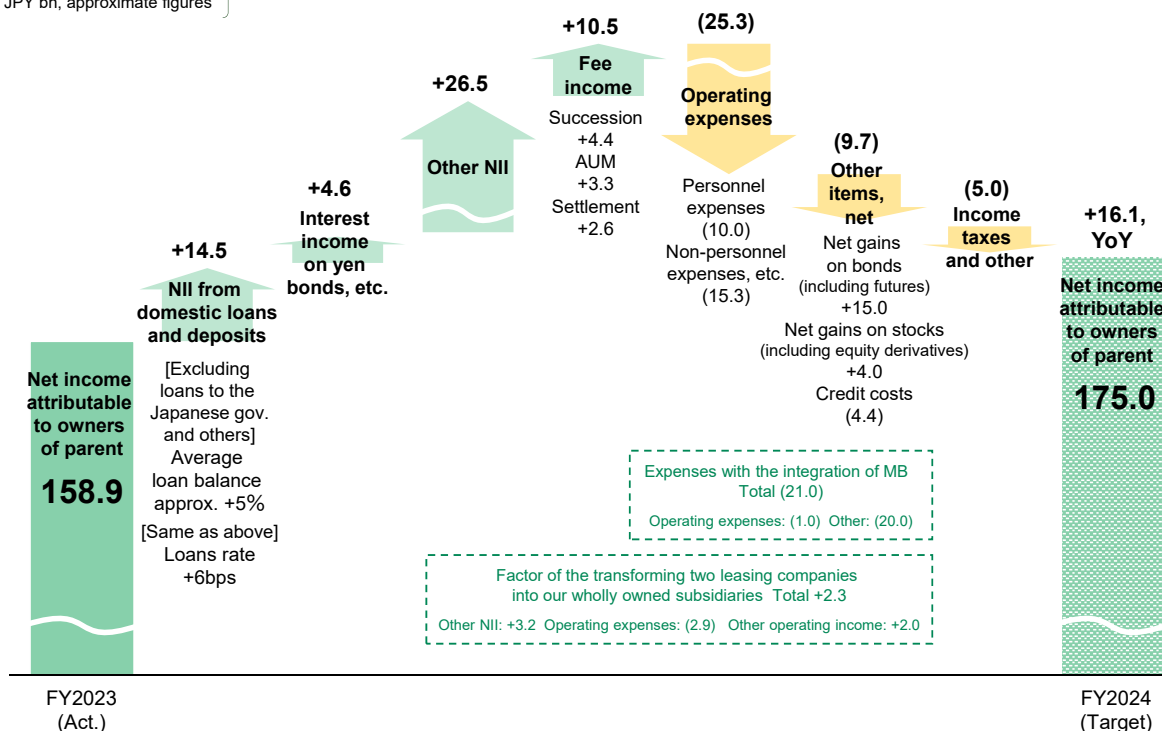
Resona Holdings

56

(Reference) Rationale for FY2024 Earnings Targets (YoY change)

HD Consolidated

[JPY bn, approximate figures]



Resona Holdings

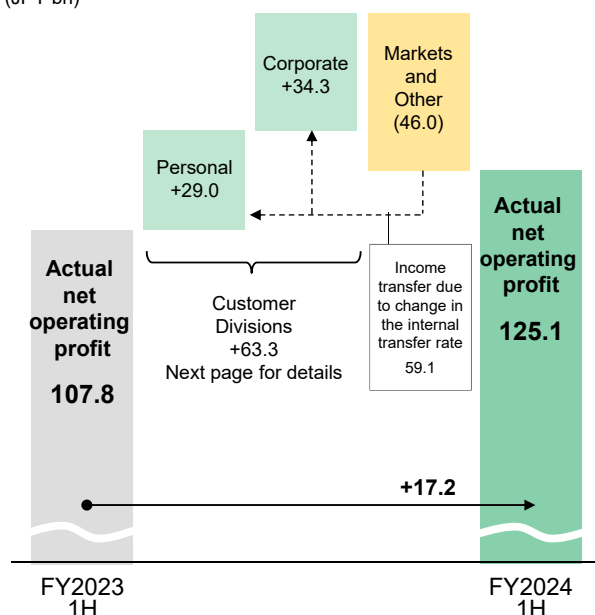
57

(Reference) Outline of Financial Results of Each Segment

HD
Consolidated

(JPY bn)		FY2024 1H	YoY Change
Customer Divisions	Gross operating profit (1)	399.4	+79.0
	Operating expense (2)	(220.5)	(15.9)
	Actual net operating profit (3)	179.2	+63.3
Personal Banking	Gross operating profit (4)	179.4	+37.9
	Operating expense (5)	(114.4)	(8.9)
	Actual net operating profit (6)	65.0	+29.0
Corporate Banking	Gross operating profit (7)	220.0	+41.1
	Operating expense (8)	(106.1)	(7.0)
	Actual net operating profit (9)	114.1	+34.3
Markets and Other	Gross operating profit (10)	(53.9)	(46.9)
	Operating expense (11)	(0.1)	+1.0
	Actual net operating profit (12)	(54.0)	(46.0)
Total	Gross operating profit (13)	345.5	+32.0
	Operating expense (14)	(220.7)	(14.9)
	Actual net operating profit (15)	125.1	+17.2

(JPY bn)



Definition of management accounting

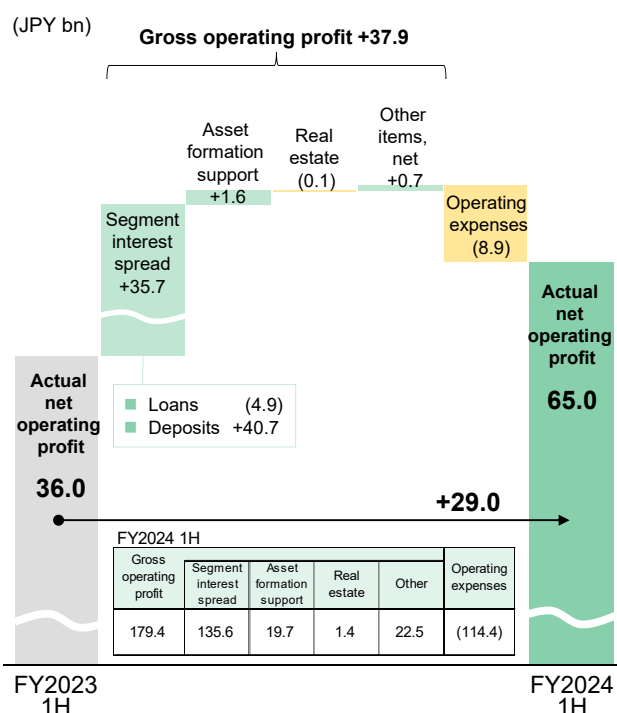
Gross operating profit of "Markets" segment includes a part of net gains/losses on stocks. "Other" segment refers to the divisions in charge of management and business administration

(Reference) Outline of Financial Results of Customer Divisions

HD
Consolidated

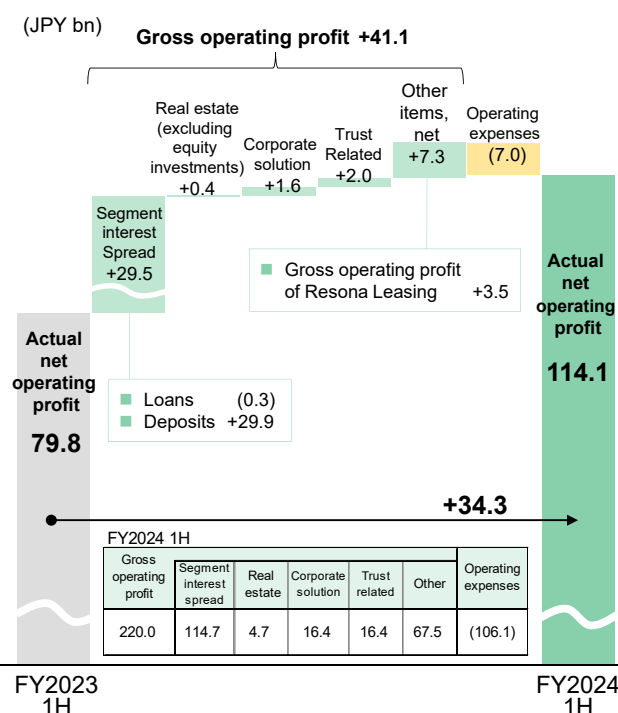
Personal Banking Segment

■ Actual net operating profit : Up JPY29.0 bn, YoY



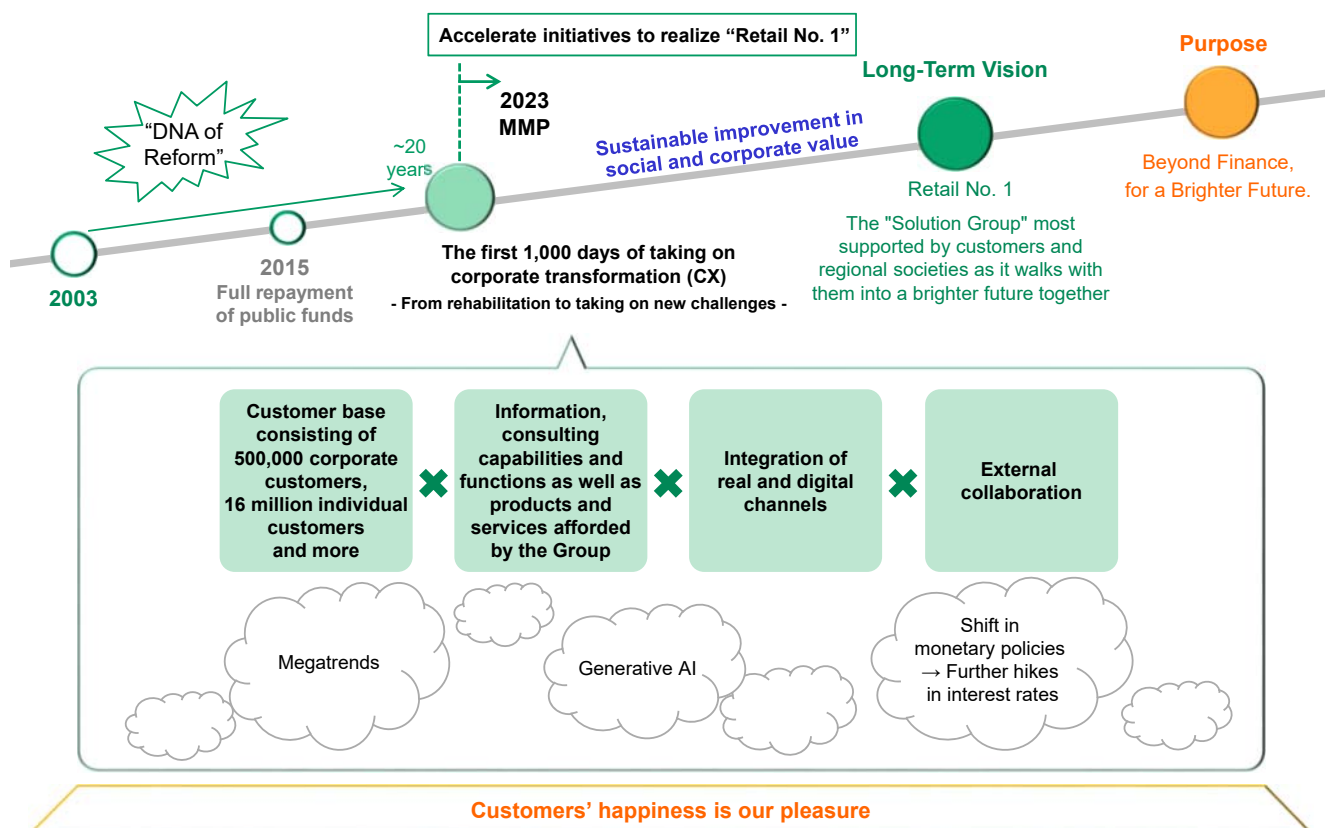
Corporate Banking Segment

■ Actual net operating profit : Up JPY34.3 bn, YoY



- Review of 1H of FY2024 and Forecast for FY2024
- Initiatives to Improve Corporate Value
- Capital Management
- Aiming to Be a Company That Contributes Most to SX of Retail Customers (ESG Initiatives)
- **Reference Material**
(Financial Highlights, MMP, Business Strategies and Other)

The Resona Group's Ideals and the Direction It is Aiming For



Overview of the MMP

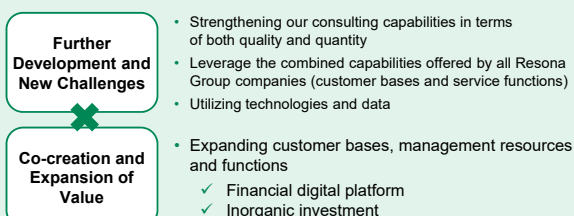
Accelerate initiatives to realize “Retail No. 1”: The first 1,000 days of taking on corporate transformation (CX)
-From rehabilitation to taking on new challenges-

◆ Adapt to changes in light of such trends as SX, DX, etc.

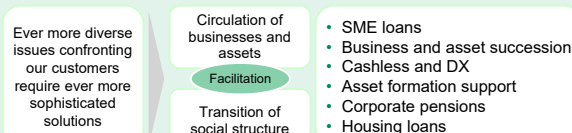
◆ Further accelerate income and cost structure reforms

Strengthening of Value Creation Capabilities

◆ Striving for the further development of businesses backed by the group's inherent strengths and creating new value



<Value to be delivered> <Areas of business focus>



Development of Next-Generation Management Platforms

◆ Further strengthening the consolidated management of Group companies and executing integrally reforms of management platforms

Governance

- Strengthen Group governance
- Upgrade our mode of risk governance
- Pursue the thorough practice of customer-oriented business conduct

Human capital

- Realize value creation and well-being
- Resonance of the three pillars (engagement, professionalism and co-creation)

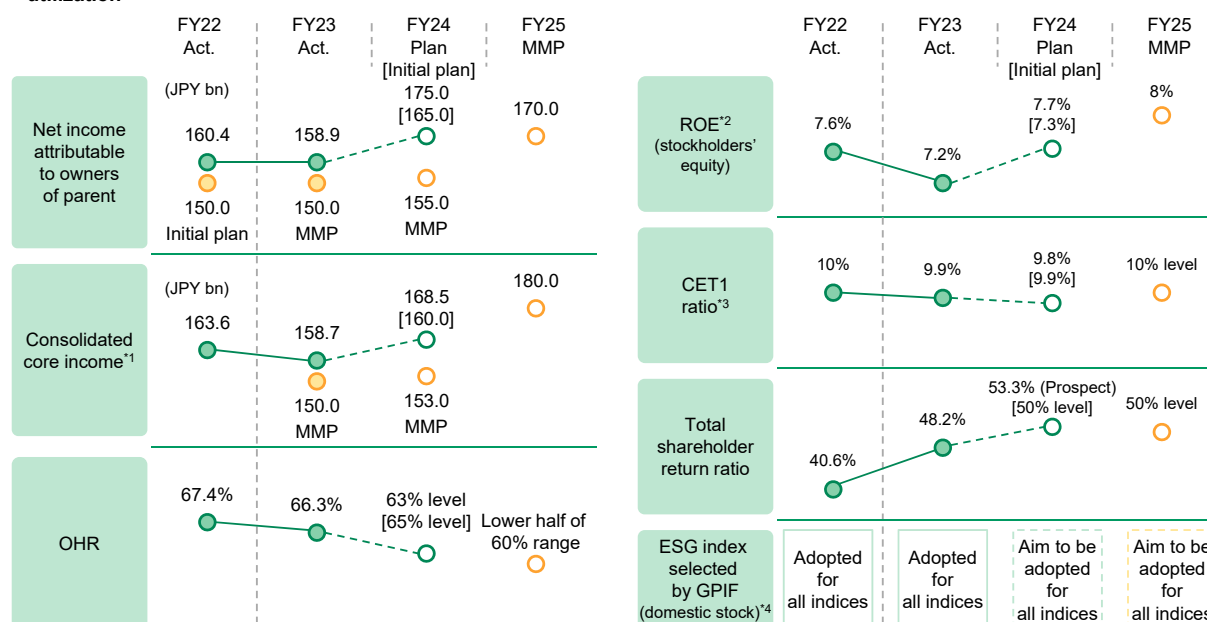
Intellectual capital

- Business processes: Exhaustive overhaul
- Channels: Integration of face-to-face and digital channels
- Systems: Pursuing generalization, openness and streamlining

Transitioning from striving to qualitatively and quantitatively enhance capital to a new phase in which we can fully utilize it

Progress Status under the MMP

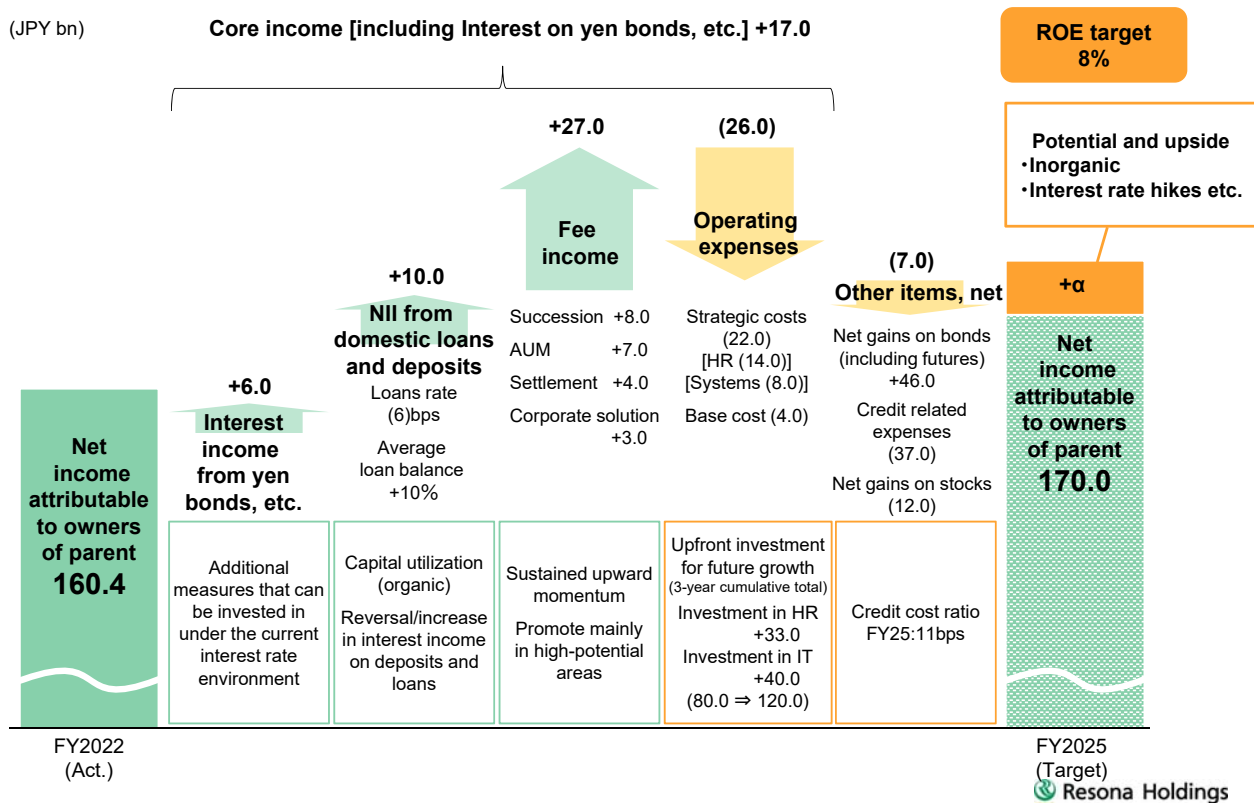
- Net income attributable to owners of parent for FY24 aims to be +JPY20.0 bn in excess of our MMP target, building on progress in initiatives aimed at achieving “Profitability surpassing MMP target.”
- ROE (stockholders' equity) is 7.7%, with a target of 8% or more in the final year of MMP
- Maintained robust control on and kept the CET1 ratio flat against the MMP target even as we steadily pushed ahead with capital utilization



*1. Net interest income from domestic loans and deposits + Interest on yen bonds, etc. + Fee income + Operating expenses, Figures of FY23 and FY24 are actual basis(excluding impact of the joint management designated money trust and the transforming two leasing companies into our wholly owned subsidiaries)
*2. Net income / Total stockholders' equity (simple sum of the balance at the beginning and the end of the term/2) *3. Based on the full enforcement of the finalized Basel 3 regulations under the international standard; excluding net unrealized gains on available-for-sale securities *4. FTSE Blossom Japan Index, FTSE Blossom Japan Sector Relative Index, MSCI Japan ESG Select Leaders Index (until FY22), MSCI NIKONKABU ESG Select Leaders Index (from FY23), S&P/JPX Carbon Efficient Index series, MSCI Japan Empowering Women Index and Morningstar Japan ex-REIT Gender Diversity Tilt Index

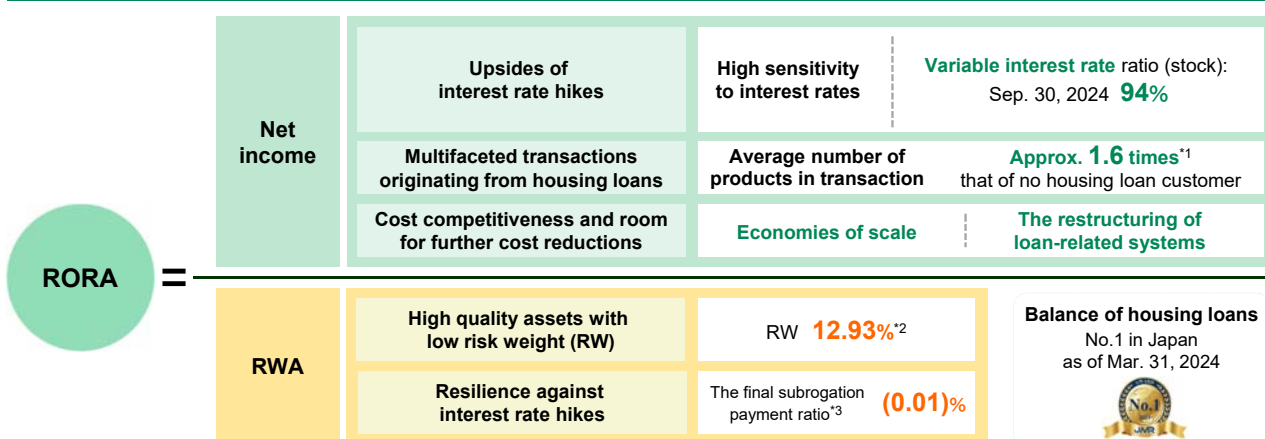
Roadmap for Securing Profit (Released in May 2023)

Aim for growth in core profit that will exceed outlays associated with forward-looking investment aimed at improving employee engagement and productivity, with our plan calling for achieving an ROE of 8%

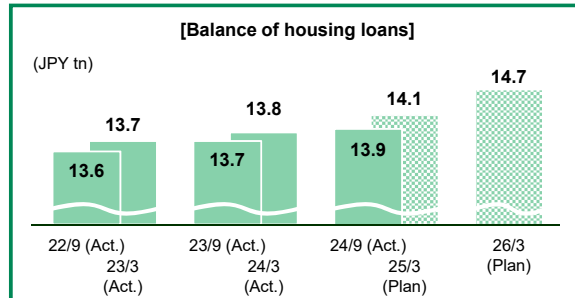
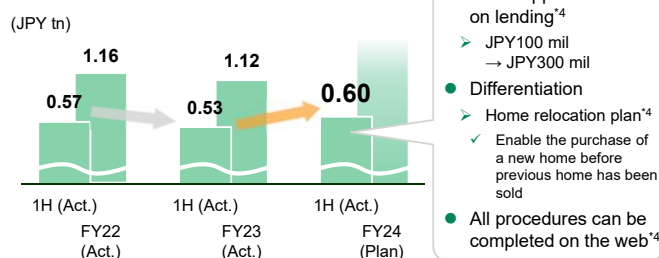


Housing Loan Business

Enhance the portfolio with high profitability (RORA = Net income / RWA)



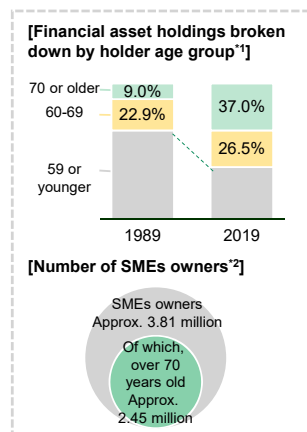
[Trends in new housing loan origination]



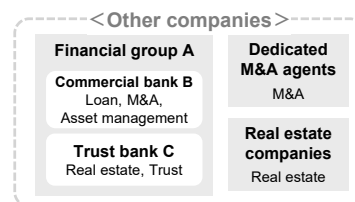
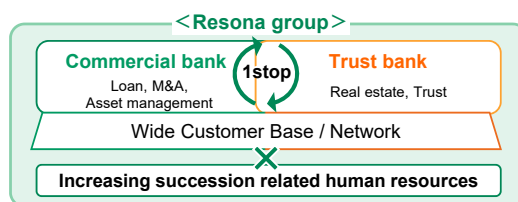
*1. Comparison with potential II and III (as of Sep. 30, 2024, RB+SR+KMB) *2. HD consolidated, as of Mar. 31, 2024, non-default *3. 1H or FY24, housing loans guarantee subsidiaries' subrogation ratio x (1-collection after subrogation), residential housing loans + apartment loans *4. RB, SR

Succession Business

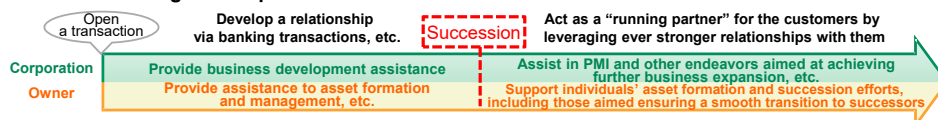
Support the smooth succession of businesses and assets amid an aging society



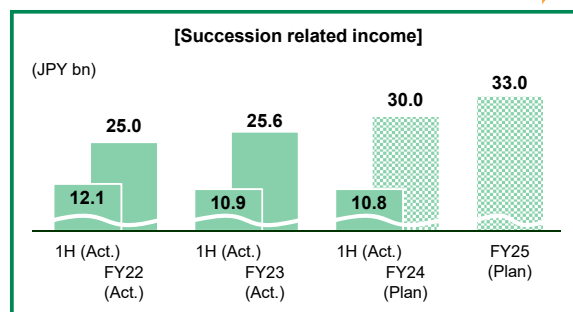
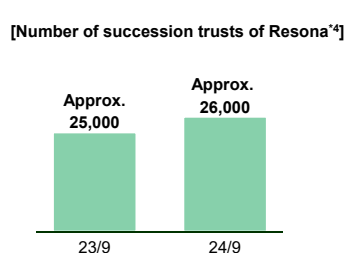
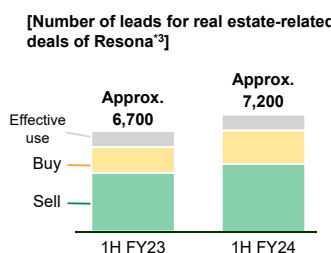
- One-stop solutions leveraging the combination of our commercial banking capabilities and full-line trust banking functions



- Serve as a “running partner” for customers by extending medium- to long-term support transcending the scope of succession



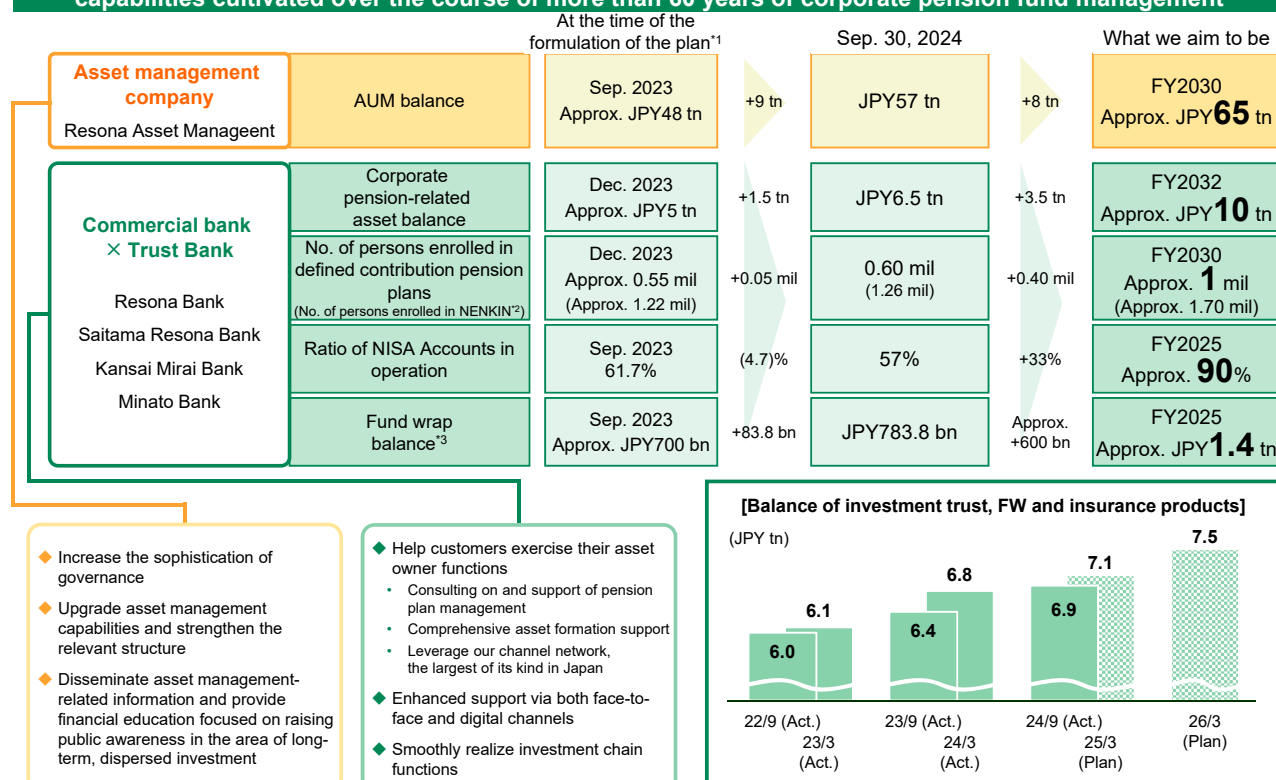
- Diverse pipelines backed by our trust banking functions



*1. The Annual Report on the Aging Society issued by Japan's Cabinet Office *2. The Comprehensive Package of Measures for Supporting SMEs in Business Succession to Third Parties formulated by the Small and Medium Enterprise Agency *3. RB *4. Total of group banks

Asset Formation Support (1)

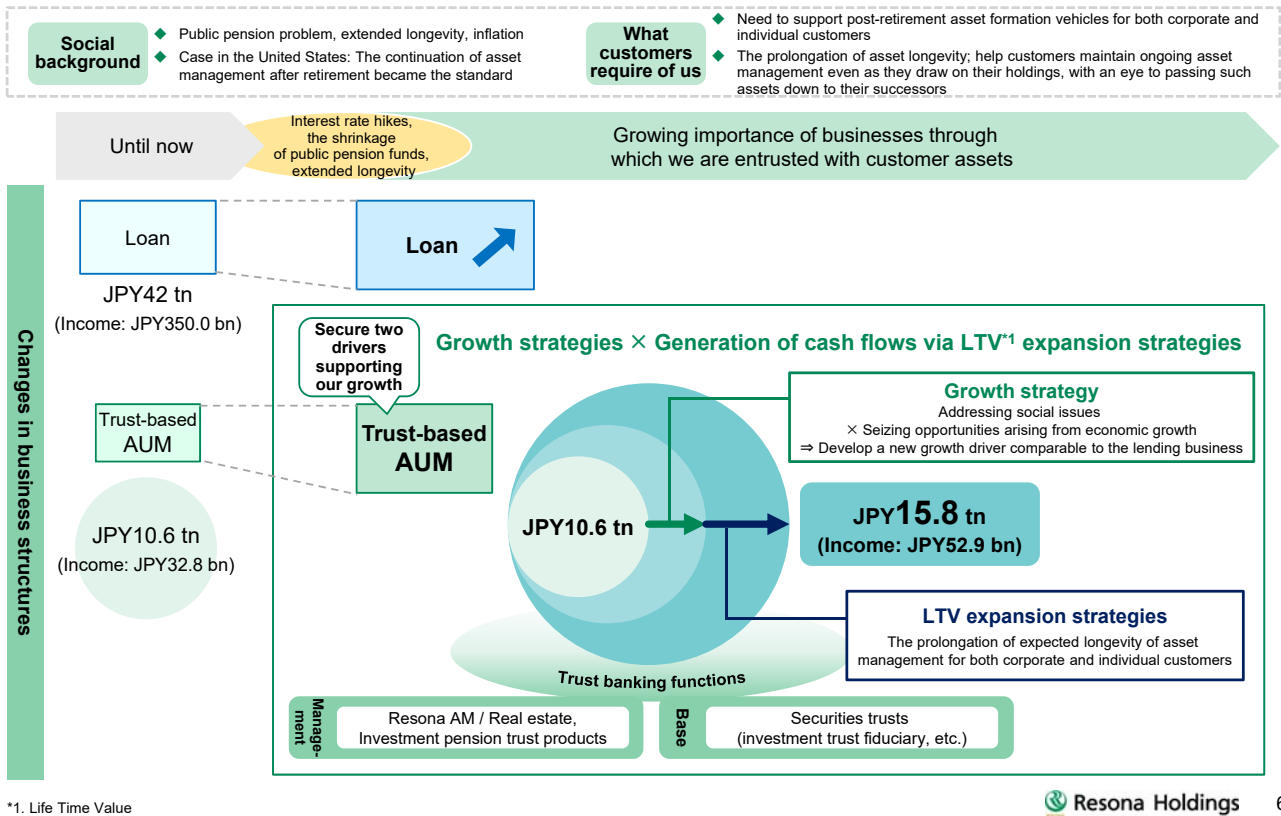
Contribute to the development of the investment chain by fully taking advantage of our asset management capabilities cultivated over the course of more than 60 years of corporate pension fund management



*1. A plan for strengthening our asset formation support functions *2. Number of NENKIN Participants: Number of enrollees contributing to DB, corporate DC, and iDeCo plans (including individuals participating in multiple schemes) *3. Including corporation and external group

Asset Formation Support (2)

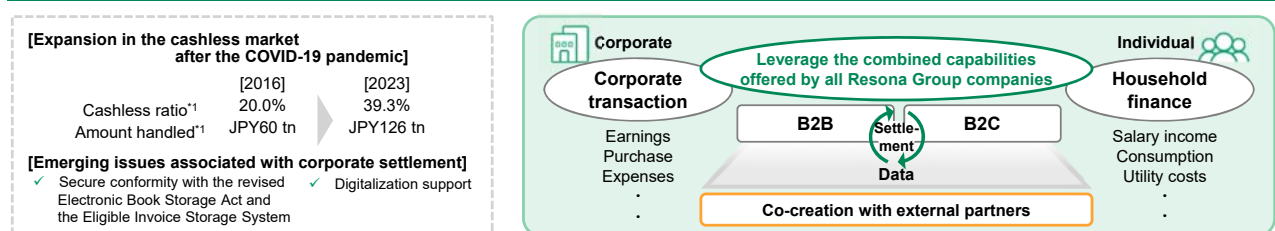
Expand the balance of trust-based AUM, starting with addressing social issues



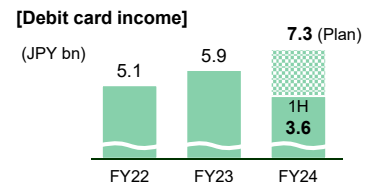
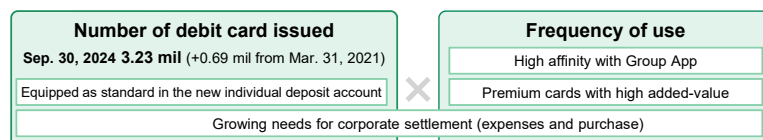
68

Cashless and DX Solution Business

Offer convenience for corporate transactions and household finance

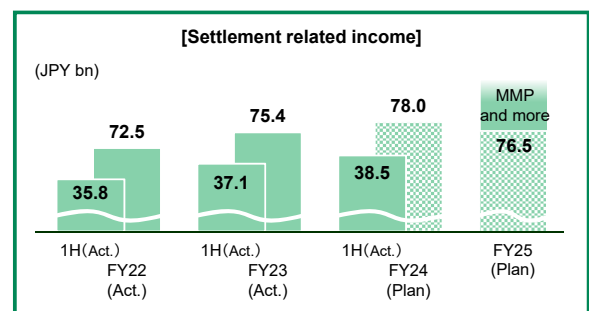
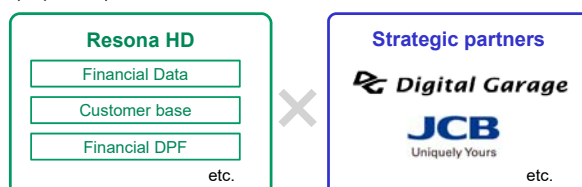


- Assist corporate and individual customers in their transition to cashless operations via the provision of debit cards



- Value co-creation with strategic partners

- Enhance our product lineup via collaboration with Digital Garage, etc.
- Launched a business alliance with JCB in the corporate settlement field (Sep. 2024)



^{*1}. Ministry of Economy, Trade and Industry (Mar. 2024)

69

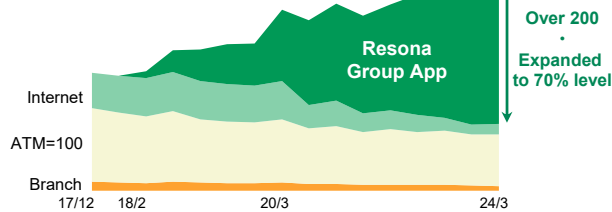
Deliver New Value via the Use of Digital Channels

100% of day-to-day transactions can be completed via digital channels

Expand contact points & transactions with customers via the App

- Already the App represents the largest transactional channel
- # of banking App DL (inside the Group): 8.46 mil (+1.29mil, YoY)

[Number of users by channel^{*1}]

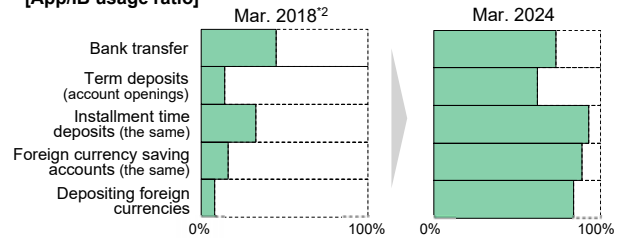


- Pursuing customer convenience
 - Build UI via the incorporation of a thoroughly user-centric perspective [# of updates: over 180 times, # of items improved: over 1,300]
 - Advanced advice notifications [# of models to notify automatically: 4.3 times (Compared with Mar. 2020)]



Contribute to the accelerating digital shift in a diverse range of transactions as well as operational streamlining

[App/IB usage ratio]

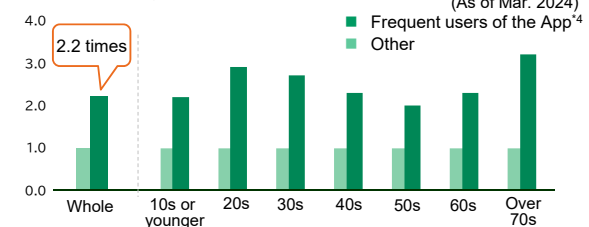


Enhance "customer experience value" via the use of branch-counter Group tablets

- The repeated use of Group tablets increases
 - Facilitate the use of the app (branch visits → transition to app-based banking)
- Streamline branch-counter clerical work

High profitability throughout the ages

[Gross operating profit per person^{*3}]



*1. Number of ATM users in Dec. 2017: 100 (daily number of users at RB branches) *2. Bank transfer's figure is as of Mar. 2019

*3. Gross operating profit per person (converted to annual amount). Indexing with "Other" as 1 *4. Individuals who use app 3 times or more per month

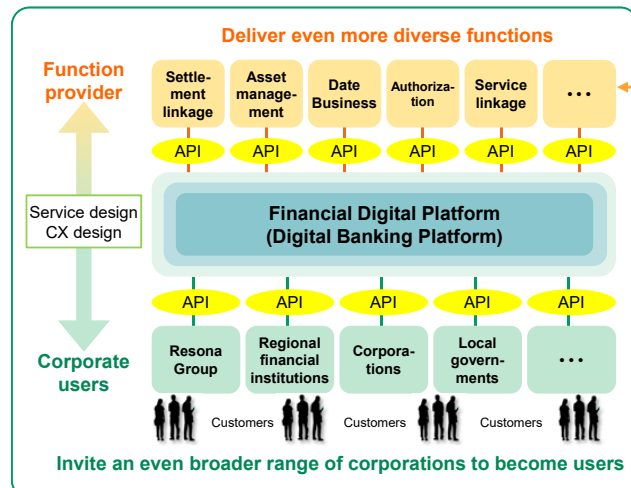
Financial Digital Platform

Co-creation through wide-ranging external collaboration that transcends the conventional framework

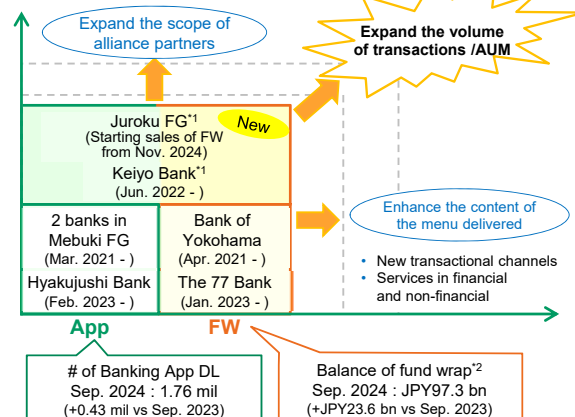
Financial Digital Platform -Vision-

Develop and expand an ecosystem that ensures win-win relationships for all platform participants

- Engage in co-creation with leading companies in the field of banking systems
 - Established FinBASE in tandem with IBM Japan and NTT DATA
 - Act in collaboration with the above two partners in the exploration of new participants and the pursuit of agile development, etc.



Roll out Resona Group solutions to regional financial institutions



Property insurance that allows for app-based, instant enrollment (Aug. 2024-) **New**

- Utilize "Fusion," insurance sales system provided by LeadInX³ (the first instance of adoption in the banking industry)

Business alliances with companies in other business field aimed at enhancing platform functions

- Settlement: Digital Garage (strengthened alliance in Dec. 2023), JCB (Sep. 2024-)
- Data analysis: BrainPad (Feb. 2022-)

*1. The App will be released going forward *2. Including corporation *3. A group company of SoftBank

International Business

Help customers align with changes in the business environment via the use of our overseas network

- Resona Group employees stationed at 10 overseas bases to cover the entire Asia region and the U.S.
- Provide a wide range of consultations concerning overseas expansion, financing, etc.



- Provide solutions via local subsidiaries

- Bank Resona Perdania (Indonesia)
 - Boasting a business track record spanning more than 65 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

- Extend support via representative offices and partner banks

- Provide information to customers in line with their needs in connection with local laws, regulations, tax systems, business customs, etc.
 - Plans call for newly establishing representative offices in two locations in FY2024
 - ✓ Hanoi Representative Office
 - ✓ Los Angeles Representative Office

- Overseas representative offices
- Resona Merchant Bank Asia
- Bank Resona Perdania
- Resona Indonesia Finance
- Partner banks, etc.
- Offices with Resona Group employees

Inorganic Growth Strategies

Expand inorganic growth investment aimed at improving ROE

Creating new value through co-creation

Winning customers not yet reached by Resona will

[1] Enhance our customer base

Securing specialist and other human resources will

[2] Enhance our management resources

Strengthening businesses that have affinity with existing banking operations as well as those that transcend the framework of finance will

[3] Enhance our functions

- The two projects executed in FY23 are steadily yielding synergies

Jan. 2024

Transforming two leasing companies*1 into our wholly owned subsidiaries

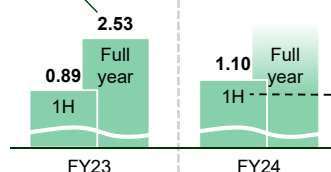
Capital contribution ratio Approx. 20% ⇒ 100%

ROIC 10% level

[Net income of total of two leasing companies*2]

(JPY bn)

Including approx. JPY0.8 bn*3 from one-off factors



April 1, 2024
Merger of two companies
Renamed **Resona Leasing**

Group bank
Resona Leasing
The number of "refer-up" deals*4
2.8 times, YoY

Dec. 2023

Strengthening the capital and business alliance with Digital Garage

Capital contribution ratio Approx. 2% ⇒ Approx. 12%

ROIC Prospected to be 10% level (6th year)

Digital Garage

One of Japan's largest payment system providers
Over 1 million member stores

Data marketing

Startup investment

- ✓ Deepening of settlement and financial businesses
- Enhance the lineup of products handled by RKS*5

- ✓ Aim to create new values which is "beyond finance"
- Apr. 2024 Launch startup investment

Apr. 2024 Resona PayResort+
Sep. 2024 Resona PayFast
Oct. 2024 Online, credit card-based bill payment

Diversify settlement methods for use in non-face-to-face transactions
Introduce cashless methods that require no dedicated terminals
Allow for the lengthening of repayment periods, with deferred payments not considered as borrowings

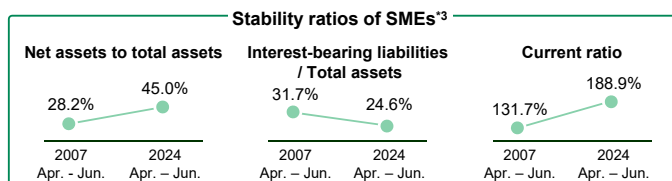
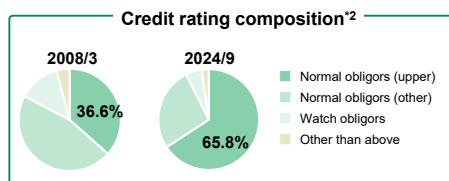
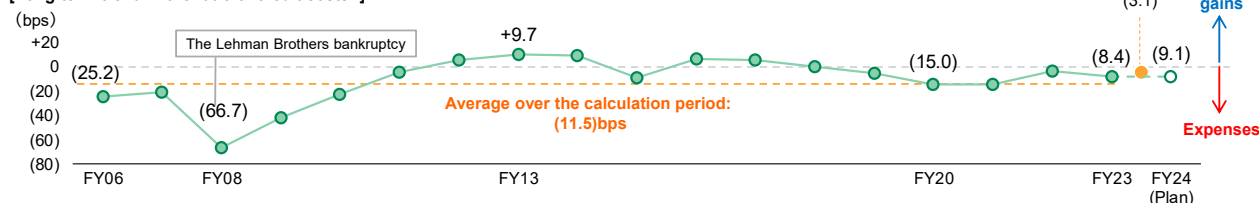
*1. DFL Lease, Shutoken Leasing *2. FY23: Total of two leasing companies
*3. Shutoken Leasing: Special dividends from the former subsidiary *4. RB+SR *5. Resona Kessai Service

Credit Costs Control

Dispersed credit portfolio
⇒ Anticipate that a certain degree of risk control is feasible even when interest rates rise

- Average ratio of credit costs recorded over the long term (including during the aftermath of the Lehman Brothers bankruptcy) is (11.5)bps. Risk resilience among SMEs is on an improvement track.

[Long-term trend in the ratio of credit costs*1]

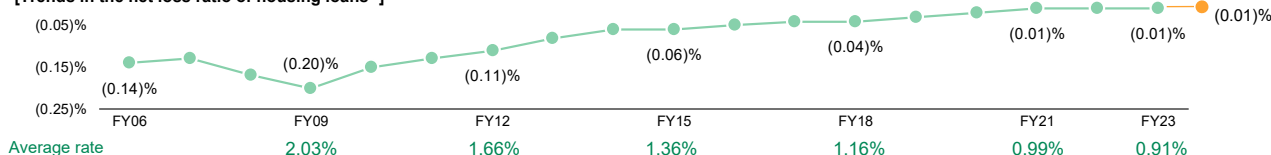


- High-quality housing loan portfolio

Long-term loans backed by collateral

Stringent screening model ⇒ Substantial stress to screening interest rates

[Trends in the net loss ratio of housing loans*4]



*1. Credit costs / (Loans and bills discounted + acceptances and guarantees), (Simple average of the balances at the beginning and end of the term), HD consolidated basis

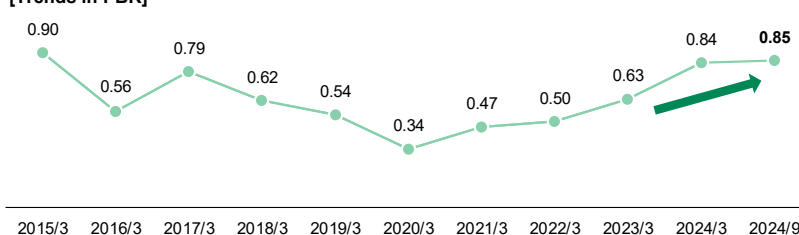
*2. RB+SR, based on the credit amounts *3. Financial Statements Statistics of Corporation (4 quarters moving average), Capital: 10 to 100 million yen

*4. Housing loans guarantee subsidiaries' subrogation ratio x (1-collection after subrogation), residential housing loans + apartment loans

Analysis of Current Status with the Aim of Improving Corporate Value

- PBR is on a recovery track

[Trends in PBR]



- Aim for improvement in corporate value by both raising ROE and reducing capital costs

$$\text{PBR} = \frac{\text{ROE} \times \text{Leverage following risk adjustment}}{\text{Capital costs}}$$

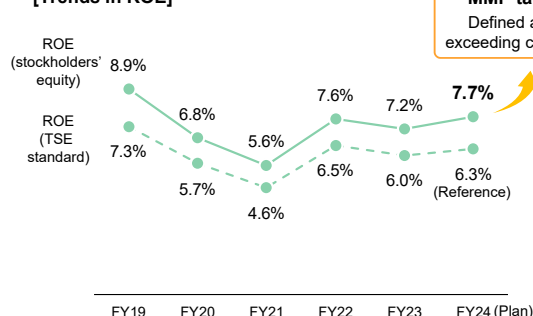
ROE [RORA × Leverage following risk adjustment]

Capital costs [Cost of shareholders' equity - The expected growth rate]

- The current MMP aims for a target ROE of 8% through the strengthening of the RAF and proactive BS management

- Previous MMP period: Profit/loss conditions were negatively impacted by such factors as the radical expansion of BS, growth in the balance of assets with low utilization and the recording of credit costs for major clients as well as costs for measures to improve the soundness of our foreign bond portfolio.
- Current MMP period: Aim to improve risk return through more proactive engagement in risk-taking endeavors

[Trends in ROE]



MMP target: 8%
Defined as a level exceeding capital costs*1

				RORA		Leverage following risk adjustment		Total assets (In terms of accounting)	
		ROE	=	Net income RWA ²		×	RWA ² Total shareholders' equity		(JPY tn)
		FY19	8.9%	=	0.7%	×	11.9 times		60.5
Previous MMP	┌───┐ └───┘ ┌───┐								

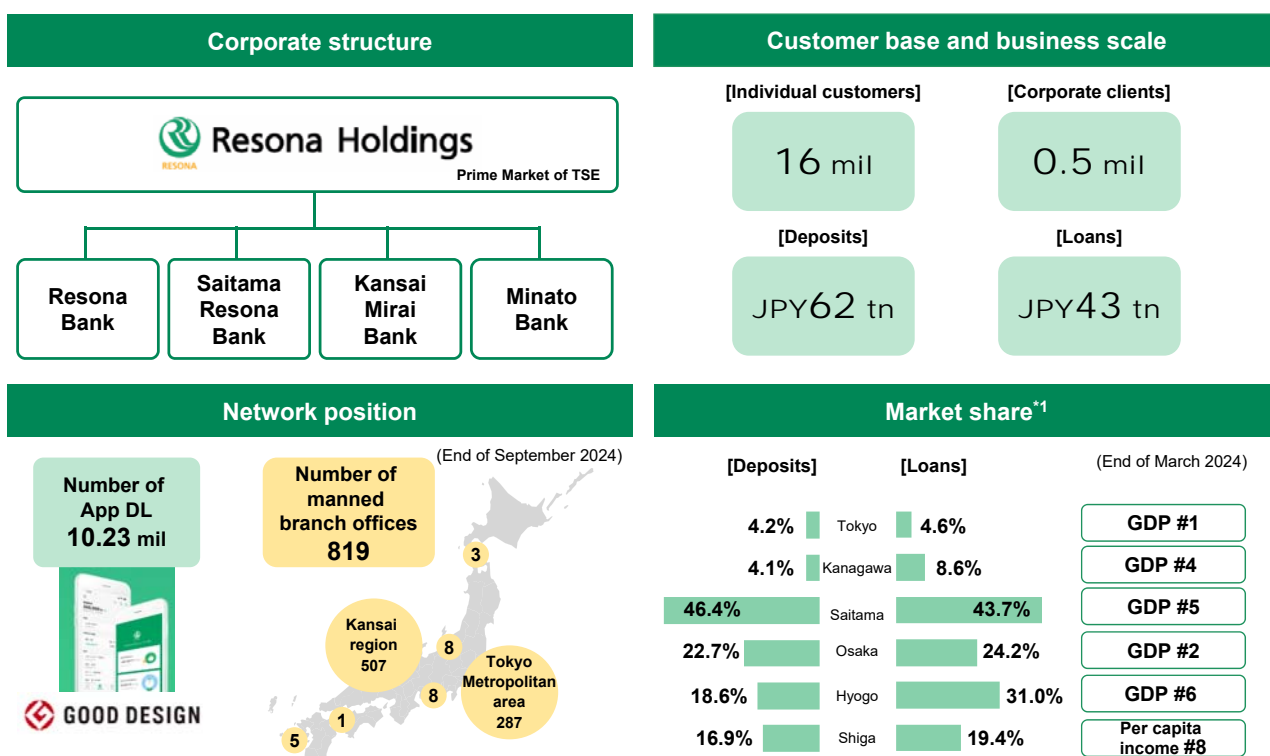
*1. Calculated based on the CAPM (an estimate formulated independently by the Company)

*2. Based on the finalization of Basel 3

○	Review of 1H of FY2024 and Forecast for FY2024
○	Initiatives to Improve Corporate Value
○	Capital Management
○	Aiming to Be a Company That Contributes Most to SX of Retail Customers (ESG Initiatives)
●	Reference Material (Financial Highlights, MMP, Business Strategies and Other)

Resona Group at a Glance

- Financial services group with a customer base of 16 mil individuals and 0.5 mil corporations and a full line of trust functions
- Extensive channel network centered on the Tokyo metropolitan area and Kansai region

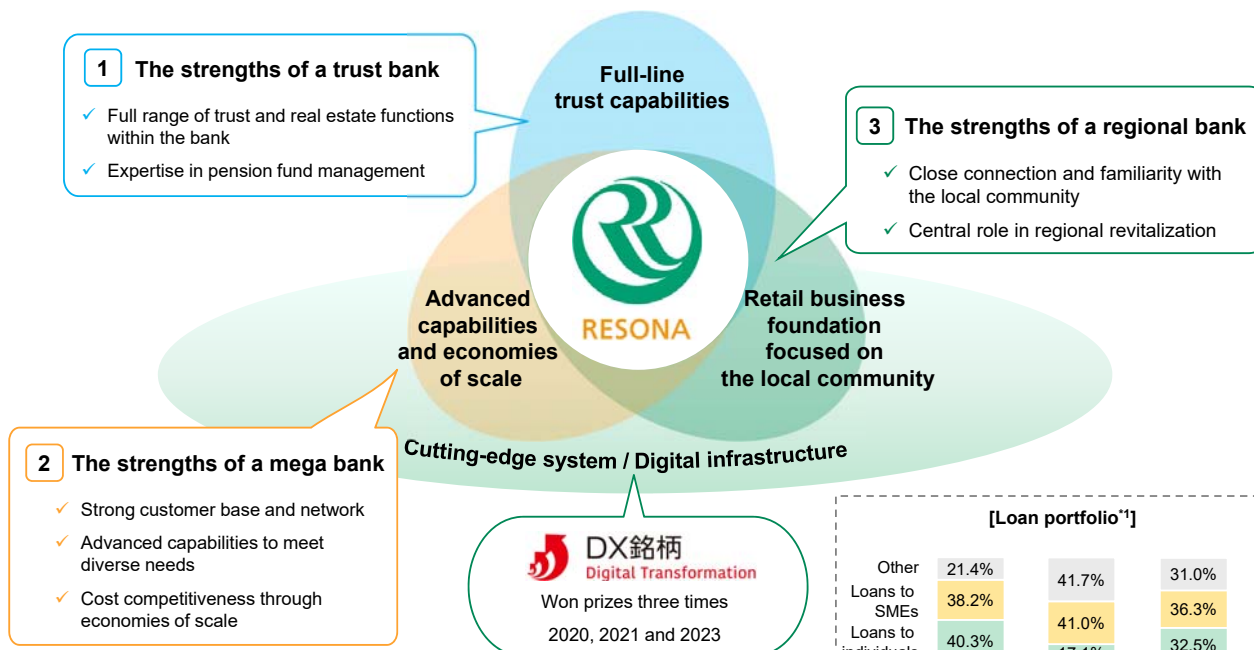


*1. Total of group banks, market share based on deposits, and loans and bills discounted by prefecture (domestically licensed banks), BOJ

Resona Group's Feature at a Glance

A unique position that combines three strengths

The largest retail-focused bank with full-line trust capabilities in Japan



*1. Source : Financial statements from each company (as of Mar. 2024) Resona: Total of Group banks (RB + SR + KMB + MB); 3 megabank groups (MUFG Bank + Mitsubishi UFJ Trust and Banking; Mizuho Bank + Mizuho Trust & Banking; and Sumitomo Mitsui Banking Corporation); Top 10 regional banking groups: Top 10 regional banking groups by consolidated total assets (Fukuoka FG, Concordia FG, Mebuki FG, Chiba Bank, Hokuhoku FG, Shizuoka FG, Hachijuni Bank, Kyushu FG, Nishi-Nippon FHD, North Pacific Bank).

Resona Holdings

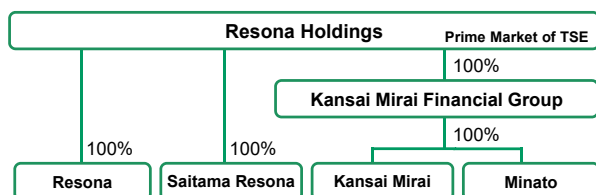
78

Strengthen the Consolidated Management of the Group

Leverage the combined capabilities offered by all Resona Group companies
⇒ Improve the corporate value of Group companies

~ 2024/3

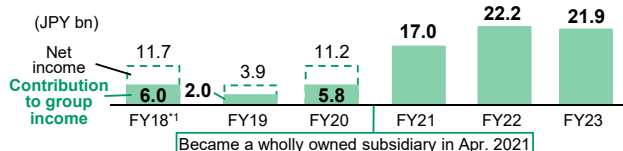
KMFG functions contributed to speedy post-merger integration (PMI)



■ KMFG leads the way in the start of the largest regional banking group in the Kansai area

- Rollout of Group products and services ⇒ Realize top-line synergies
- Unify the mode of back-office operations throughout the Group while reforming branch-counter infrastructure ⇒ Realize cost synergies
 - Complete the integration of KMB's back-office operations and systems within a one-and-a-half-year time frame
 - Restructure the branch networks of KMB and MB via the use of the branch-in-branch (BinB) method, etc.
- Invigorate the interaction of human resources across the Group and remove boundaries among them

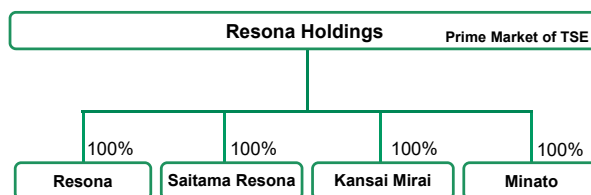
Expansion of contribution to group income



*1. Excluding gain from negative goodwill

2024/4 ~

Shifting to a new organizational structure to facilitate fresh growth



■ Strengthen Group governance

- Upgrade on a consolidated management of Group companies
- Facilitate speedier and simple decision making
- Empower each subsidiary bank to execute effective growth strategies

■ Toward the establishment of a "one-platform, multi-regional strategy"

Deliver value optimized to suit the characteristics of the customers and regions we serve

- ✓ Each Group bank pursues individual strategies

Deliver value universally offered by all Group companies

- ✓ Real estate, pension management, trust banking, apps, DX, data utilization, etc.

The Group's universal platforms
~Overwhelming cost competitiveness~

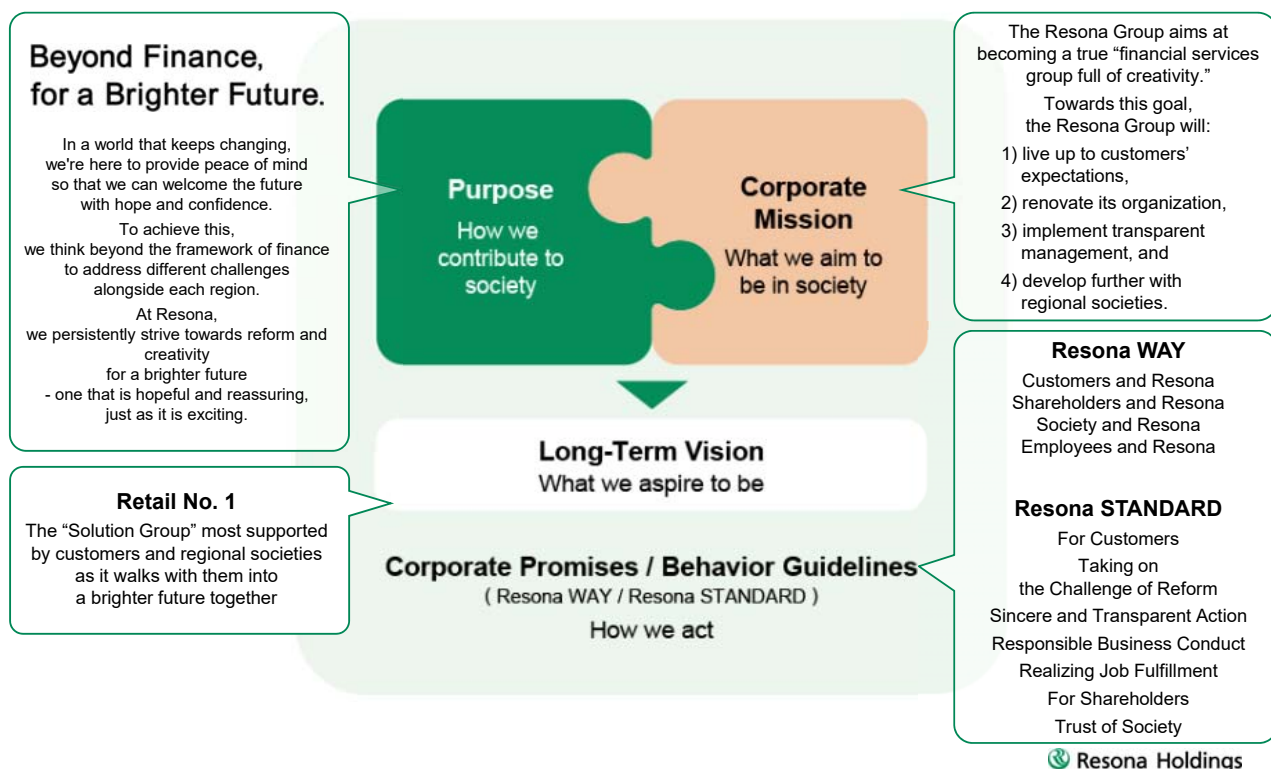
- ✓ Upgrading governance systems / unifying indirect departments and systems, etc.

Resona Holdings

79

Resona Group's Conceptual Structure

The Resona Group's conceptual Structure expresses how we contribute society (Purpose), what we aim to be in society (Corporate Mission), what we aspire to be (Long-term Vision), and how we act (Resona Way / Resona Standards).



Resona Group's Brand Identity

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

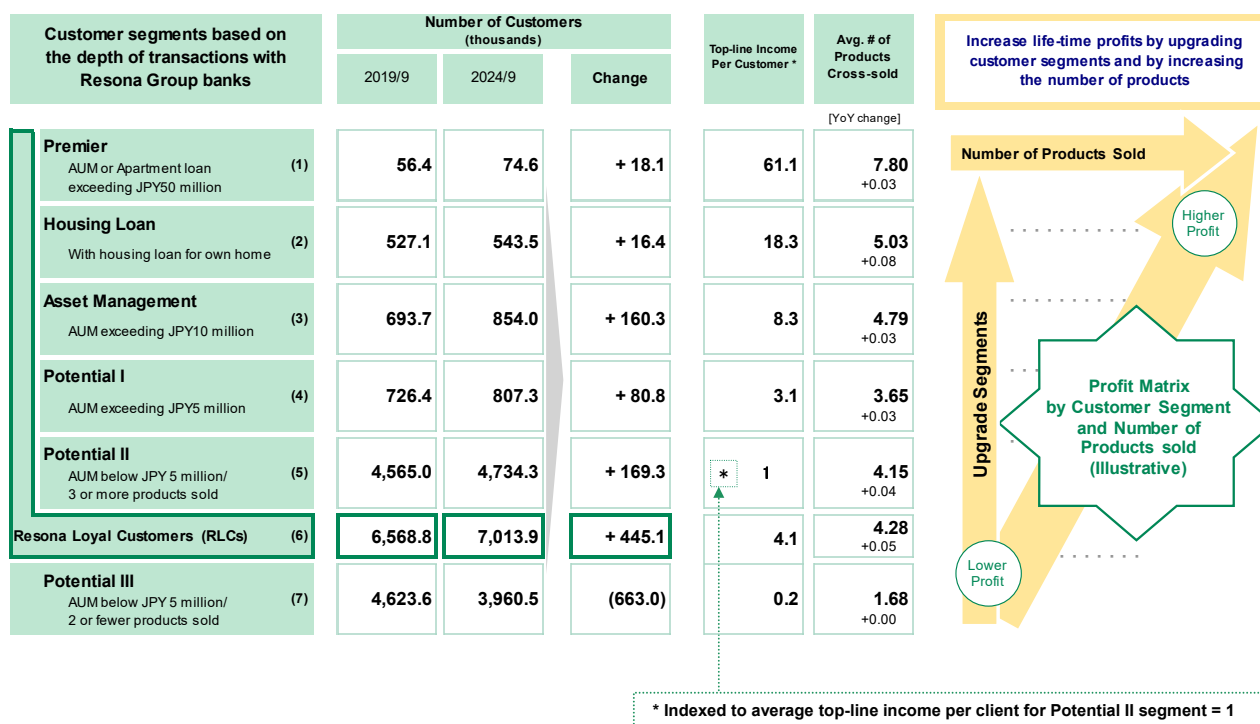
We attach great importance to customers' voice.
By adopting the corporate name Resona, we want to express our desire to build stronger ties with our customers by "resonating" or "resounding" with them.



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”



Basic Concepts on the Exercise of Voting Rights of Policy-Oriented Stocks

- Resona group has established the “Policy for the Voting Right Exercise Standards of Holding Policy-Oriented Stocks” in relation to exercise the voting rights of policy-oriented stocks. We have built a process to individually judge and verify the approval or disapproval of all proposals.

- Fundamental concepts on the exercise of voting rights

The Resona Group will exercise voting rights of policy-oriented stocks based on the following policy:

- Irrespective of interests of transactions with clients, make an effort to vote yes or no on an individual basis from the viewpoint of sustainably improving corporate value;
- Not to exercise voting rights in a manner to resolve certain political or social problems; and
- If any scandal or an anti social act is committed by a company or corporate manager, etc., exercise voting rights with the intention of contributing to the improvement of corporate governance.

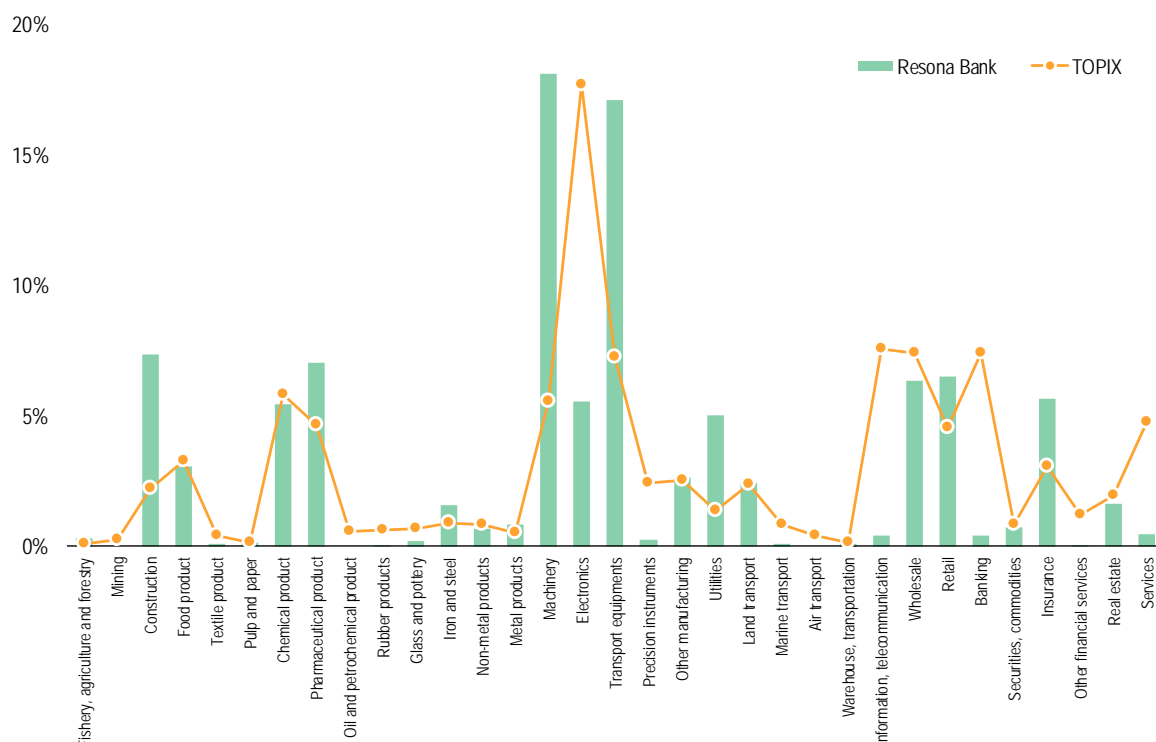
- Guidelines for the Exercise of Voting Rights

With the aim of exercising its voting rights in an appropriate and efficient manner, the Resona Group will abide by the following guidelines:

- Base voting judgments on the following points:
 - whether the way the vote is cast helps the Company and/or the investee achieve sustainable and long-term growth in corporate value;
 - whether the way the vote is cast is consistent with the overall interest of shareholders.
- In particular, before casting a yes or no vote on one of the following types of agenda items, give due consideration to whether voting contributes to growth in the investee's corporate value:
 - shareholder proposals;
 - introduction or renewal of anti-takeover measures;
 - agenda items proposed by a corporation that was found to be implicated in a scandal or an antisocial act;
 - approval of financial statements not backed by an unqualified opinion issued by the accounting auditor;
 - dismissal of directors, accounting auditors, etc.
- When a vote is cast in opposition to the Company's intention, the Board of Directors will review the status of the exercise of voting rights to confirm whether these guidelines were fully observed. The Company will also strive to increase the sophistication of its exercise of voting rights by, for example, revising these guidelines.

Stocks Held by Industry (September 30, 2024)

RB



(Balance sheet amount)

Resona Holdings 84

Business Results by Major Group Business Segments

Management accounting by major group business lines (1H of FY2024)

(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 costs	
							YoY Change		YoY Change	Gross operating profit		Operating expense			
	Customer Divisions (1)	84.0	20.1%	55.2%	10.0%	172.2	+65.6	179.2	+63.3	399.4	+79.0	(220.5)	(15.9)	(6.9)	+2.2
	Personal Banking (2)	49.8	42.0%	63.7%	10.0%	65.9	+28.7	65.0	+29.0	179.4	+37.9	(114.4)	(8.9)	0.9	(0.2)
	Corporate Banking (3)	34.1	15.1%	48.2%	10.0%	106.2	+36.8	114.1	+34.3	220.0	+41.1	(106.1)	(7.0)	(7.9)	+2.5
	Markets (4)	(53.2)	(121.9)%	(5.0)%	10.0%	(49.1)	(43.4)	(49.1)	(43.4)	(46.7)	(44.9)	(2.3)	+1.5	-	-
	Others (5)	(27.2)	(2.2)%	30.2%	10.5%	(4.8)	(4.5)	(4.9)	(2.6)	(7.1)	(2.0)	2.1	(0.4)	0.1	+1.1
	Total (6)	3.4	10.6%	63.8%	10.0%	118.3	+20.7	125.1	+17.2	345.5	+32.0	(220.7)	(14.9)	(6.8)	+3.4

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

Resona Holdings 85

Consolidated Subsidiaries and Affiliated Companies (1)

Major consolidated domestic subsidiaries (excluding group banks)

(JPY bn)

Name		Line of business	Capital contribution ratio	Fiscal year	Net income	YoY change
Resona Guarantee (1)	Credit guarantee (Mainly mortgage loan)	Japan's highest class of residential housing loan guarantee balances	Resona Holdings 100%	FY24 (Sep.30 2024)	5.0	(0.4)
Kansai Mirai Guarantee (2)			Kansai Mirai Bank 100%	FY24 (Sep.30 2024)	0.4	+0.0
Kansai Sogo Shinyo (3)			Kansai Mirai Bank 100%	FY24 (Sep.30 2024)	0.8	+0.3
Minato Guarantee (4)			Minato Bank 100%	FY24 (Sep.30 2024)	0.2	+0.0
Resona Card (5)	Credit card Credit guarantee	1.5 million card members	Resona Holdings 77.5% Credit Saison 22.4%	FY24 (Sep.30 2024)	0.5	+0.1
Minato Card (6)	Credit card	Provide local customers with settlement solutions	Minato Bank 100%	FY24 (Sep.30 2024)	0.0	(0.0)
Resona Kessai Service (7)	Collection service Factoring	Collection services with 50 million cases annually	Resona Holdings 80% Digital Garage 20%	FY24 (Sep.30 2024)	0.2	+0.1
Resona Research Institute (8)	Business consulting service	Management consulting with 1,100 project annually	Resona Holdings 100%	FY24 (Sep.30 2024)	0.2	+0.0
Resona Capital (9)	Venture capital	IPO support, SME business succession, re-growth support	Resona Holdings 100%	FY24 (Sep.30 2024)	0.0	(0.0)
Minato Capital (10)	Operation and management of investment funds	Support for agriculture and tourism related business, growing company, business succession	Minato Bank 100%	FY24 (Sep.30 2024)	(0.0)	(0.0)
Resona Innovation Partners (11)	Corporate venture capital	Facilitate the creation of novel financial services through investment in venture startups	Resona Holdings 100%	FY24 (Sep.30 2024)	(0.0)	
Resona Corporate Investment (12)	Private equity	SME business succession support through share acquisition	Resona Group 100%	FY24 (Sep.30 2024)	0.0	(0.0)
Resona Business Service (13)	Back office work Employment agency	Practices quick and accurate operations	Resona Holdings 100%	FY24 (Sep.30 2024)	0.0	(0.0)
Resona Asset Management (14)	Investment management business	Business started in Sep.2015 utilizing 50 years of RB pension management expertise	Resona Holdings 100%	FY24 (Sep.30 2024)	1.9	+0.1

Consolidated Subsidiaries and Affiliated Companies (2)

Major consolidated domestic subsidiaries (excluding group banks)(Continued)

(JPY bn)

Name		Line of business	Capital contribution ratio	Fiscal year	Net income	YoY change
Resona Leasing (15)	Leasing business	Providing customers with solutions utilizing leasing functions	Resona Holdings 100%	FY24 (Sep.30 2024)	1.1	+0.2 *1
Kansai Mirai Leasing (16)			Kansai Mirai Bank 100%	FY24 (Sep.30 2024)	0.2	+0.0
Minato Leasing (17)			Minato Bank 100%	FY24 (Sep.30 2024)	0.0	(0.0)
Resona Real Estate Asset Management (18)	Real estate investment advisory	Tasked with the real estate asset management business of the Resona Group	Resona Bank 100%	FY24 (Sep.30 2024)	(0.0)	
Resona Mi Rise (19)	Bank assistance business	Providing opportunities for a wide range of human resources to thrive	Resona Holdings 100%	FY24 (Sep.30 2024)	0.0	+0.0
Regional Design Laboratory of Saitama (20)	Assist in the resolution of region-specific issues	Driving in line with the development of "wide, deep, and long" customers, involving local communities	Saitama Resona Bank 100%	FY24 (Sep.30 2024)	0.0	(0.0)
Mirai Reenal Partners (21)	Consulting Crowdfunding	Solving customer problems together	Kansai Mirai Bank 65% Minato Bank 35%	FY24 (Sep.30 2024)	(0.0)	+0.0
Resona Digital Hub (22)	Assist in the promotion of DX	Support for driving-type DX toward the "vision" of customers	Resona Holdings 93.3%	FY24 (Sep.30 2024)	(0.0)	+0.0
FinBASE (23)	Financial digital platform	Promoting an open platform for financial services	Resona Holdings 80%	FY24 (Sep.30 2024)	0.0	+0.0
Loco Door (24)	Assist in the regional vitalization	Achieving regional vitalization by combining education and agriculture	Resona Holdings 100%	FY24 (Sep.30 2024)	(0.1)	(0.0)
Total					10.8	+0.6

*1. Comparison of the total net income of former Shutoken Leasing and former DFL Lease

Consolidated Subsidiaries and Affiliated Companies (3)

Major consolidated overseas subsidiaries

(JPY bn)

Name	Line of business	Capital contribution ratio	Fiscal year ^{*1}	Net income	YoY change
P.T. Bank Resona Perdania (25)	Banking business (Indonesia)	Resona Group 48.4% (Effective control approach)	FY24 (Jun.30 2024)	1.7	+1.5
P.T. Resona Indonesia Finance (26)	Leasing business (Indonesia)		FY24 (Jun.30 2024)	0.0	+0.0
Resona Merchant Bank Asia (27)	Finance, M&A (Singapore)	Resona Group 100%	FY24 (Jun.30 2024)	0.1	(0.0)
Total				1.9	+1.5

Major affiliated companies accounted for by the equity method

Name		Line of business	Capital contribution ratio	Fiscal year	Net income	YoY change	
Custody Bank of Japan	(28)	Trust banking business (Mainly asset administration)	One of the largest asset size in Japan	Resona Group 16.6% Sumitomo Mitsui Trust Group ^{*2} 33.3%	FY24 (Sep.30 2024)	1.9	+1.6
NTT Data Sofia	(29)	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% (Resona Holdings 30%, NTT Data 70%) ^{*2}	FY24 (Sep.30 2024)	0.4	+0.2
Resona Digital I	(30)			Resona Holdings 49% IBM Japan 51%	FY24 (Jun.30 2024) ^{*1}	0.1	(0.0)
DACS	(31)		Became affiliated company accounted for by the equity method in Jul. 2022, DX support for Resona group and our customers	Resona Holdings 30% NTT Data 70%	FY24 (Sep.30 2024)	0.0	+0.0
Total						2.5	+1.9

*1. Fiscal year end of the overseas subsidiaries (25)-(27) and Resona Digital I (30) are December 31. HD's consolidated business results reflect the accounts of these subsidiaries settled on Jun 30.

*2. As of October 1, 2024



Resona Holdings

88

Maturity Ladder of Loan and Deposit (Domestic Operation)

Total of
Two Banks
(RB, SR)

Loans and bills discounted

[End of March 2024]

	Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Fixed rate (1)	0.8%	0.9%	8.0%	12.8%	22.6%
Prime rate-based (2)	40.5%	0.0%			40.6%
Market rate-based (3)	34.9%	1.7%			36.7%
Total (4)	76.3%	2.7%	8.0%	12.8%	100.0%

Loans maturing within 1 year

79.0%

[End of September 2024]

	Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Fixed rate (5)	0.9%	0.7%	8.5%	12.4%	22.6%
Prime rate-based (6)	40.0%	0.0%			40.0%
Market rate-based (7)	36.2%	1.0%			37.2%
Total (8)	77.1%	1.9%	8.5%	12.4%	100.0%

Loans maturing within 1 year

79.0%

[Change in 1H of FY2024]

	Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Fixed rate (9)	+0.1%	(0.1)%	+0.4%	(0.4)%	+0.0%
Prime rate-based (10)	(0.5)%	(0.0)%			(0.5)%
Market rate-based (11)	+1.2%	(0.7)%			+0.5%
Total (12)	+0.8%	(0.8)%	+0.4%	(0.4)%	-

Loans maturing within 1 year

(0.0)%

Deposits

[End of March 2024]

	Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Liquid deposits (1)	32.7%	2.6%	10.6%	36.8%	82.9%
Time deposits (2)	8.4%	4.7%	2.9%	0.8%	17.0%
Total (3)	41.2%	7.3%	13.6%	37.7%	100.0%

[End of September 2024]

	Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Liquid deposits (4)	29.8%	2.7%	11.1%	38.7%	82.5%
Time deposits (5)	8.8%	4.3%	3.2%	1.0%	17.4%
Total (6)	38.7%	7.1%	14.4%	39.7%	100.0%

[Change in 1H of FY2024]

	Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Liquid deposits (7)	(2.9)%	+0.1%	+0.5%	+1.8%	(0.3)%
Time deposits (8)	+0.4%	(0.3)%	+0.2%	+0.1%	+0.3%
Total (9)	(2.5)%	(0.2)%	+0.7%	+1.9%	-



Resona Holdings

89

Migrations of Borrowers (1H of FY2024)

RB

■ Exposure amount basis*1

		End of September 2024									Upward Migration	Downward Migration
		Normal	Other Watch	Special Attention	Potentially Bankrupt	Effectively Bankrupt	Bankrupt	Other	Collection, Repayments	Assignments, Sale		
End of March 2024	Normal	98.4%	0.5%	0.1%	0.0%	0.0%	0.0%	1.0%	1.0%	0.0%	-	0.6%
	Other Watch	11.2%	83.9%	0.5%	1.3%	0.1%	0.3%	2.7%	2.7%	0.0%	11.2%	2.3%
	Special Attention	8.5%	1.7%	63.9%	23.2%	0.1%	0.0%	2.8%	2.8%	0.0%	10.1%	23.2%
	Potentially Bankrupt	1.3%	2.8%	12.2%	66.9%	3.3%	1.1%	12.3%	12.3%	0.0%	16.3%	4.5%
	Effectively Bankrupt	0.4%	0.2%	0.0%	0.6%	84.5%	6.1%	8.1%	6.6%	1.5%	1.3%	6.1%
	Bankrupt	0.0%	0.0%	0.0%	1.1%	0.0%	87.0%	11.8%	0.7%	11.2%	1.1%	-

*1. Above table shows how a borrower belonging to a particular borrower category as of the end of March 2024 migrated to a new category as of the end of September 2024.

Percentage points are calculated based on exposure amounts as of the end of March 2024.

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 2024 refers to those exposures removed from the balance sheet due to collection, repayments, assignments or sale of claims.



Resona Holdings

90

Swap Positions by Remaining Periods

HD Consolidated

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

		Sep. 30, 2024				Mar. 31, 2024			
		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)		280.0	1,204.1	1,100.0	2,584.1	330.0	1,124.1	1,020.0	2,474.1
Receive floating rate/ Pay fixed rate (2)		118.5	251.0	75.0	444.5	178.7	329.5	45.0	553.3
Net position to receive fixed rate (3)		161.4	953.0	1,025.0	2,139.5	151.2	794.5	975.0	1,920.7

(JPY bn)



Resona Holdings

91

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

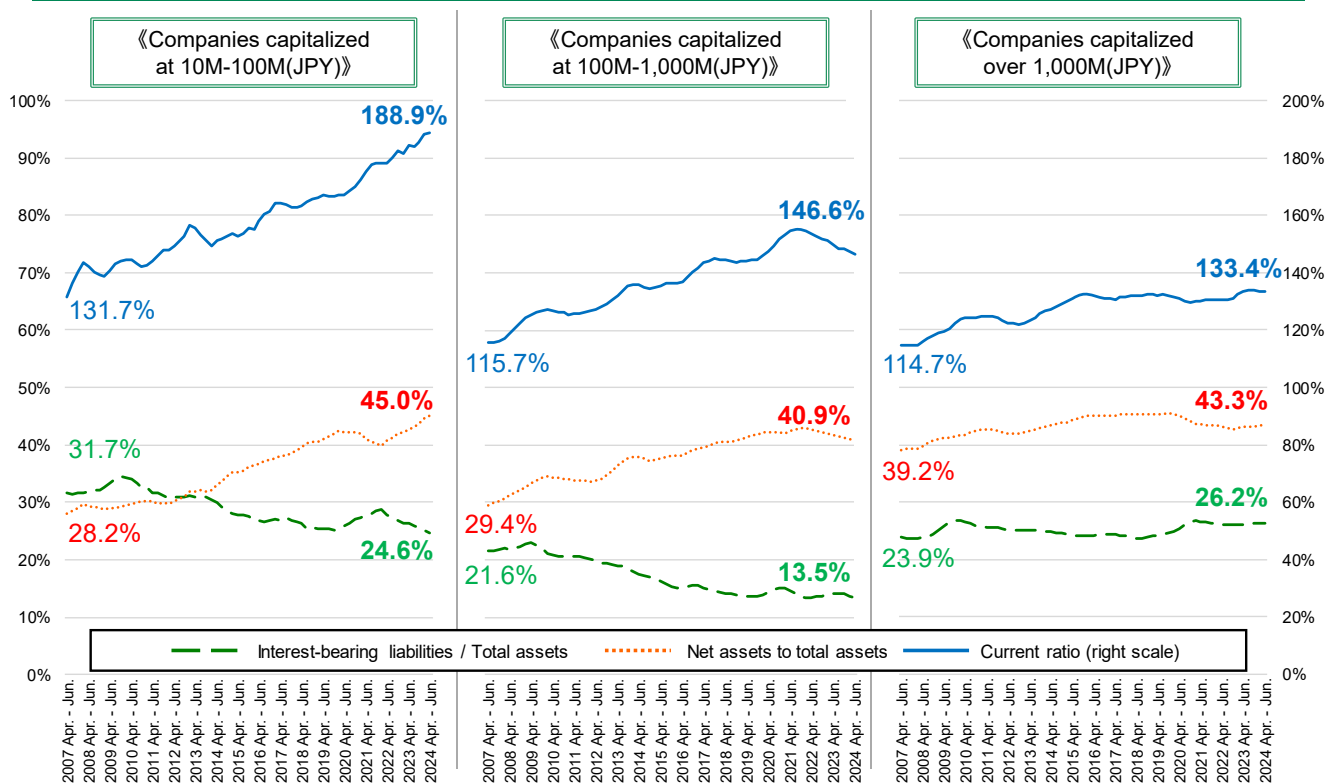
Major items of financial regulation being discussed internationally / Impact on Resona

- Regulations based on the finalized Basel 3 took effect from the closure of FY2023 operating results. However, these regulations are currently considered to have no major impact on the Company's operations.

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"> Impact of Basel 3 finalization has already been factored into each strategy. Common Equity Tier 1 (CET1) capital ratio (international standard, the full enforcement, excluding net unrealized gains on available-for-sale securities) is 10.15% as of Sep. 30, 2024.
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.
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 NII) 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.
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 is applicable to G-SIBs and other.
Response to the end of publication of euro-yen TIBOR	The publication of euro-yen TIBOR will be terminated at the end of Dec. 2024.	<ul style="list-style-type: none"> In anticipation of this move, we will promote the phased switchover of standard interest rates for lending and other assets.

Stability Ratios of Japanese Companies

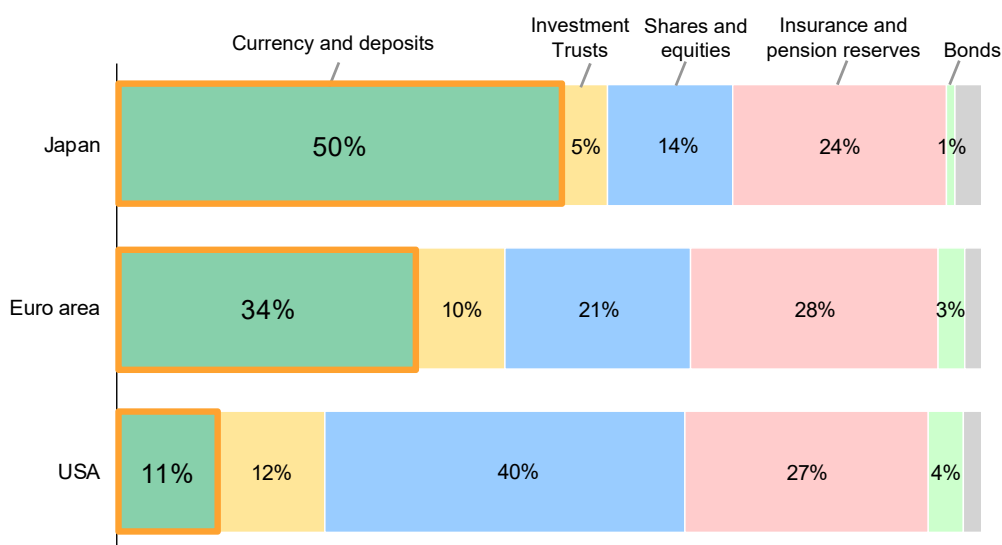
Trends in stability ratios of Japanese companies*1



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

Proportion of Financial Assets

Financial assets held by households*1



*1. Prepared based on "Flow of Funds: Overview of Japan, the United States, and the Euro area" (Bank of Japan) in Aug. 2024

Long Term Business Results

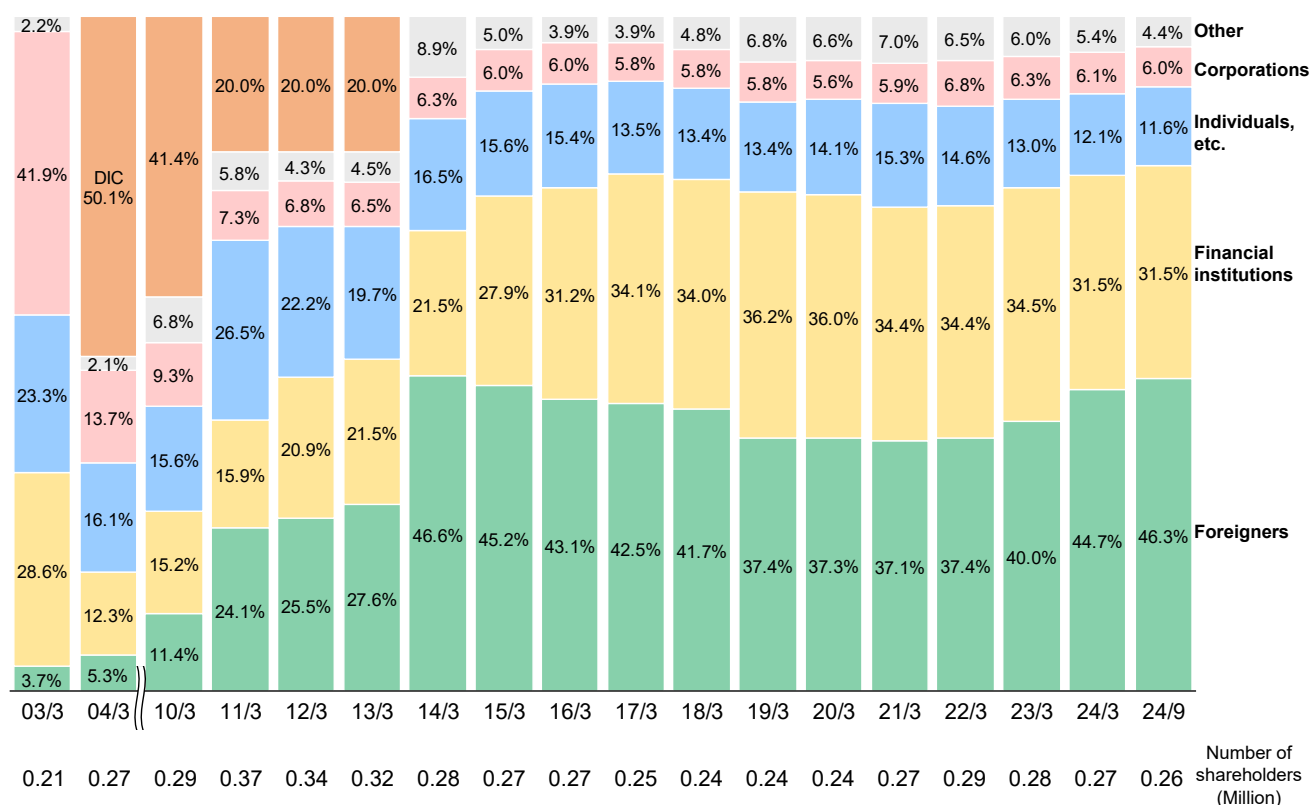
		3 banks (RB,SR,KO)				After KMFG integration							
		(JPY bn)	FY2014	FY2015	FY2016	FY2017	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
PL	Consolidated	Gross operating profit	632.4	619.5	563.1	552.5	661.3	644.1	658.6	639.1	601.9	600.0	627.4
		Net interest income	425.9	401.3	377.9	368.3	454.2	435.9	431.1	417.4	429.1	419.3	421.6
		Fee incomes ^{*1}	169.2	168.7	160.6	168.0	187.7	193.8	190.2	191.4	208.3	208.6	213.5
		Operating expenses	(357.7)	(347.5)	(362.4)	(360.6)	(442.6)	(439.4)	(426.5)	(425.8)	(427.2)	(413.0)	(423.1)
		Net gains/(losses) on stocks	44.5	(6.5)	25.1	16.7	21.4	10.1	0.5	46.9	45.5	54.1	65.6
		Credit related expenses	22.3	(25.8)	17.4	14.7	10.1	(1.3)	(22.9)	(57.4)	(58.7)	(15.9)	(35.6)
		Net income attributable to owners of parent	211.4	183.8	161.4	236.2	244.2	175.1	152.4	124.4	109.9	160.4	158.9
BS	Total of group banks	Term end loan balance	27,755.5	27,932.1	28,412.0	28,992.1	35,478.5	36,282.9	36,738.2	38,942.3	39,617.0	41,436.9	43,011.4
		Loans to SMEs and individuals	23,454.9	23,645.8	24,163.8	24,728.4	30,473.3	31,161.3	31,318.9	32,407.7	32,730.0	33,052.5	33,803.4
		Housing loans ^{*2}	13,125.0	13,188.0	13,356.3	13,331.6	15,968.5	16,223.1	16,342.6	16,610.7	16,735.4	16,790.8	16,889.0
		Residential housing loans	9,905.1	10,015.1	10,218.6	10,267.5	12,374.7	12,683.6	12,912.2	13,321.5	13,562.2	13,723.1	13,897.9
		NPL ratio	1.51%	1.51%	1.35%	1.18%	1.26%	1.18%	1.14%	1.12%	1.32%	1.29%	1.34%
		Stocks (Acquisition amount basis)	330.6	351.5	348.3	343.8	365.4	353.8	336.9	325.2	305.9	283.8	261.6
		Unrealized gains/(losses) on available-for-sale securities	573.1	460.1	555.4	649.4	672.8	598.3	420.7	615.3	521.2	472.9	663.3
Business	Total of group banks	Balance of Investment products sold to individuals	3,791.5	3,751.7	3,645.7	3,618.6	4,569.7	4,762.3	4,585.8	5,128.7	5,564.5	5,533.2	6,193.0
		Investment trust/ Fund wrap	2,070.9	1,871.1	1,759.3	1,733.7	2,178.4	2,222.4	2,017.0	2,533.1	2,845.7	2,666.9	3,111.4
		Insurance	1,720.6	1,880.6	1,886.3	1,884.9	2,391.2	2,539.8	2,568.7	2,595.6	2,718.7	2,866.3	3,081.5
		Housing loan ^{*2}	1,352.9	1,292.7	1,481.4	1,174.9	1,418.4	1,577.7	1,506.3	1,506.0	1,421.2	1,361.8	1,331.0
		Residential housing loans	1,042.2	1,011.7	1,198.7	939.0	986.6	1,225.5	1,232.7	1,314.1	1,225.3	1,168.3	1,128.8
		Real estate business (Excluding equity)	11.2	13.5	13.7	13.1	13.1	13.3	12.5	10.6	13.5	15.4	15.0
Remaining public fund balance		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	-	-	AA-	AA
Resona Bank	A2	A	AA-	AA
Saitama Resona Bank	A2	-	AA-	AA
Kansai Mirai Bank	-	-	-	AA
Minato Bank	-	-	-	AA

Composition of Resona HD's Common Shareholders




Proactively Communicating with Our Shareholders and Investors (1)

Resona Group Website




[Investor Relations]
View IR presentation materials from here


Usability and sufficiency of information of IR site are highly evaluated




IR Site Ranking
Banks Industry Category No.1
2023 **Gomez**



2023
Nikko Investor Relations Co., Ltd.
All Markets Ranking in Japan




 Resona Holdings 98

Proactively Communicating with Our Shareholders and Investors (2)


Resona Group Integrated Report (issued annually)

■ This publication provides an easy-to-understand overview of the Resona Group's features and initiatives aimed at achieving sustainable value creation.




Major contents


p.12- CEO Message




p.22- Dialogue between Professor Nozaki and Group CSO Ishida



p.82- Roundtable Discussion among Outside Directors





<Special Site>



Resona Group Integrated Report 2024

[See Special Site ▶](#)



 Resona Holdings 99