Beyond Finance, for a Brighter Future. RESONA GROUP

November 19, 2025

Investor Relations Meeting for 1H of FY2025

Resona Holdings

Points We Would Like to Communicate -Investment Highlights-

Resona evolves and grows toward realizing next-generation financing

Revive our earnings power ⇒ Business development backed by the two income sources

- **Exercising our fundamental strengths in a “world with interest rates”**
- **Fee income we have developed in the low-interest rate environment → Toward record-high fee income for the fifth consecutive year**

Consolidated gross operating profit for FY25 will reach the JPY800.0 bn level for the first time since FY06

✓ Achieved interim gross operating profit of more than JPY400.0 bn for the first time since the inauguration of Resona Holdings

Growth potential through structural reforms

- **Looking to curb the cost income ratio to the 40% range in the future in light of changes in the environment**
  - Progress under the “one-platform, multi-regional strategy”
  - Invest in human capital × Deploy generative AI as standard
    - FY2025 (plan)
      Core net operating profit per employee: JPY11.5 mil
      ＞ Personnel expenses per employee: JPY7.4 mil

Accelerate capital circulation to enhance corporate value

- **Enhance growth investment and shareholder returns**
  - Enhance both organic and inorganic growth investment
  - Increase dividends sustainably based on DOE target and expand share buybacks
  - Reduction in policy-oriented stockholdings
    ⇒ Create new value to be delivered to customers

	FY22	FY23	FY24	FY25 (Plan)
OHR	67.4%	66.3%	64.2%	Approx. 59%
ROE (TSE standard)	6.5%	6.0%	7.8%	8.4%

Aim for even greater results under the upcoming new medium-term management plan (MMP)

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to SX of Retail Customers (ESG Initiatives)

Reference Materials
(Financial Highlights, MMP, Business Strategies and Others)

Key Points of Financial Results for 1H of FY2025

Core net operating profit
(excluding net gains on cancellation of investment trusts)[*1]

JPY**171.8** bn

+JPY41.5 bn, YoY, or +31.9%

Progress rate against the full-year target[*2] : 51.3%

Gross operating profit
JPY401.6 bn
+JPY56.4 bn, YoY, or +16.3%

Operating expenses
JPY229.2 bn [cost]
JPY8.5 bn, YoY, or +3.8%
OHR: 57.0%

Net income attributable to owners of parent

JPY**142.8** bn

+JPY28.6 bn, YoY, or +25.0%

Progress rate against the full-year target[*3] : 59.5%

Credit costs
JPY3.5 bn [cost]
JPY(3.3) bn, YoY

Net gains on stocks
(including equity derivatives)
JPY33.1 bn
JPY(12.8) bn, YoY, or (28.0)%

ROE
(TSE standard)

10.2%

+1.9%, YoY

The main factors contributing to improvement were:

1. **Effects of policy rate hike penetration**
2. **Proactive BS management** (p.7)
3. **Cost control efforts**

Digital Garage (DG)

Making DG an equity method affiliate

Shareholding ratio 30.9%
(Completion of additional stock acquisition in Sep. 2025)

Digital Garage

One of Japan's largest payment platformers

(Payment transaction volume of FY24: JPY7.5 tn)

⇒ Incorporating the earnings of the growing social/settlement infrastructure company

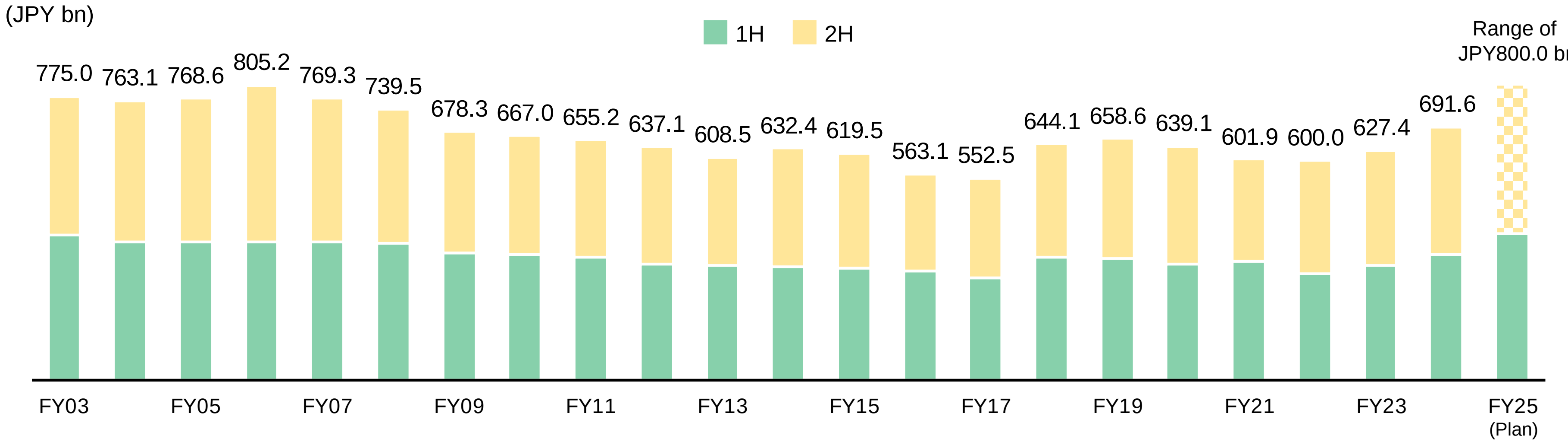
⇒ Helping 500,000 corporate customers resolve digital-related challenges

⇒ Developing and promoting platform businesses in position to leverage the extensive range of assets (including alliance networks) held by both groups

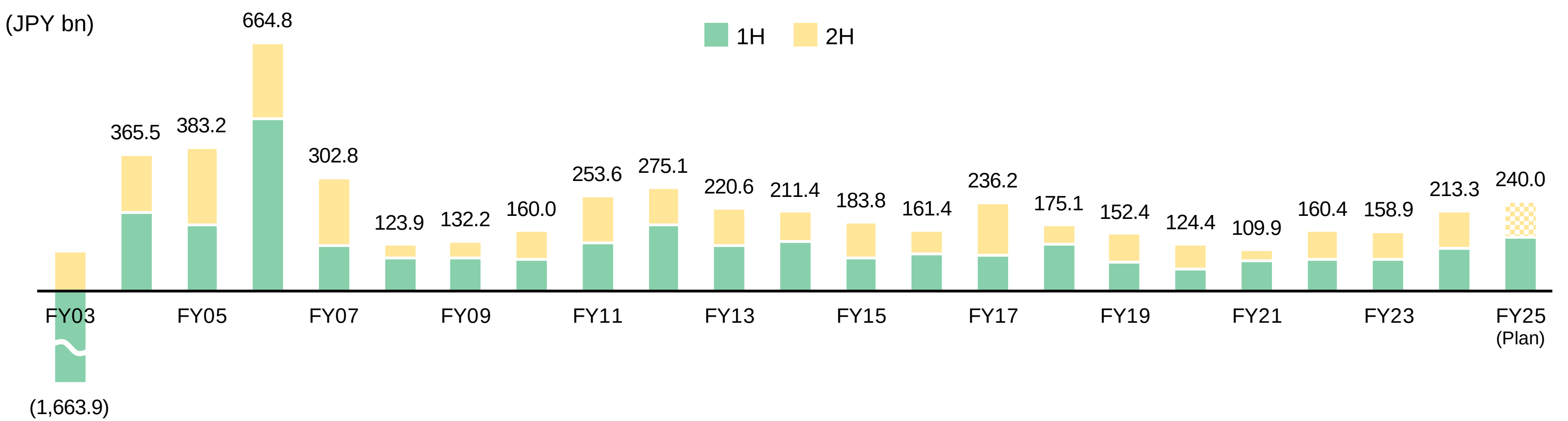
*1. Actual net operating profit - Net gains on cancellation of investment trusts - Net gains on bonds (spot)
*2. Full-year target of FY25: JPY335.0 bn *3. Full-year target of FY25: JPY240.0 bn

(Reference) Performance since the Establishment of Resona

Gross operating profit



Net income attributable to owners of parent



Key Points of Financial Results for 1H of FY2025

Revive Our Earnings Power
⇒ Business Development Backed by the Two Income Sources

Growth Potential through Structural Reforms

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to SX of Retail Customers (ESG Initiatives)

Reference Materials
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BS Management Approach Aligned with Possible Hikes in Yen Interest Rates

Leverage the advantages of the balance sheet (BS) during a period of rising interest rates to turn around and raise ROA

End of Sep. 2025
Total assets JPY76.3 tn

Proactively respond to diverse funding demands

Balance of loans: +JPY1.7 tn, YoY

- ✓ Avg. balance of corporate loans: +5.7%, YoY
- ✓ New housing loan origination: +11.0%, YoY

Reconstructing the securities portfolio to ensure stable interest income over the medium to long term

Balance of securities: +JPY1.5 tn, YoY

Interest on policy rates*2

Assets

- **Loans JPY 45.4 tn**
  - Large companies and other*1 25.1%
  - SMEs*1 37.2%
  - Housing loans*1 37.7%
- **Securities JPY11.2 tn**
  - JGB JPY5.1 tn
- **Other assets JPY19.6 tn**
  - Deposits at BOJ JPY15.8 tn

Liabilities and equity

- **Deposits JPY 62.7 tn**
  - Personal deposits*1 62.5%
  - Corporate deposits*1 32.0%
  - Other 5.4%
- NCDs JPY0.5 tn
- **Other liabilities JPY10.1 tn**
  - BOJ loans JPY3.4 tn
- **Total equity JPY2.9 tn**

Maintain and expand the deposit base centered on retail, which boasts strong retention

Balance of deposits: +JPY0.3 tn, YoY

- ✓ Overwhelming convenience
  ⇒ Higher switching costs
  - # of Banking App DL: 9.71 mil
  - # of debit card issued : 3.35 mil
- ✓ # of companies naming the Resona Group as their main bank*3 : 69 thousands

Expand AUM; accelerate the shift from savings to investment

- ✓ # of individual customers having investment trust, fund wrap and insurance products : 1,011 thousands

Accelerating capital circulation to improve ROE

[Trends in ratio of loans and securities to deposits*4]

Mar. 2012	Mar. 2022	Sep. 2025
107%	77%	**90%** (Loan-to-deposit ratio 72%; Securities-to-deposit ratio 17%)

Avg. of top regional banks*5 (Jun. 2025): 103%
(loan-to-deposit ratio 81%, securities-to-deposit ratio 22%)

【Trends in ROA】

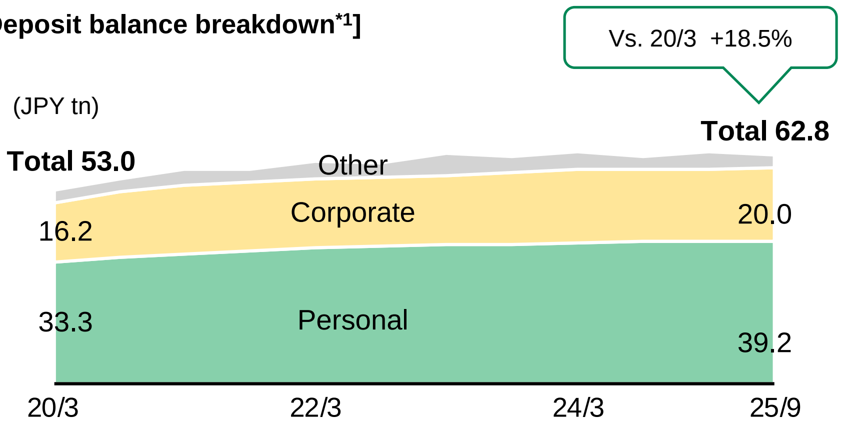
FY11	FY21	1H of FY25
0.59%	0.14%	**0.37%**

*1. Total of group banks *2. Applicable to excess reserves (Jan. 27, 2025- 0.50%) *3. Total group of banks, TEIKOKU DATABANK (2024)
*4. Excluding NCDs *5. Top 10 regional banking groups by consolidated total assets

A Robust Deposit Base Supporting the Two Businesses
—A Source of Strength in a World with Interest Rates

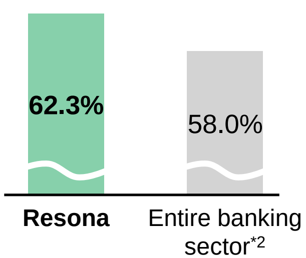
Maintain and expand our stable retail deposit base with high retention

[Deposit balance breakdown[*1]]

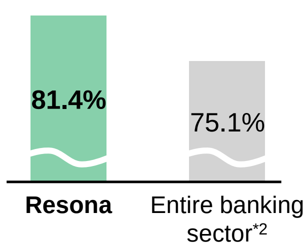


■ **Our advantage lies in the high volume of personal deposits, which have relatively strong retention**

[Ratio of personal deposits (Sep. 2025)]



[Ratio of liquid deposits*(Sep. 2025)]
(*Overall deposit balance – Time deposits)



Resona's deposit rate[*3]: 1H FY23: 0.00% ▶ 1H FY25: 0.17%

(The pass-through rate vis-à-vis 0.5% of policy rate (deposit β): 34%)

Overwhelming convenience ⇒ High switching costs

Digital Channels

Convenient, budget-friendly solutions available at any time, from anywhere

Number of App DL

9.71 mil

×

One of the largest number of manned branch offices in Japan

829

Face-to-Face

Deliver added value that can be offered only via face-to-face channels

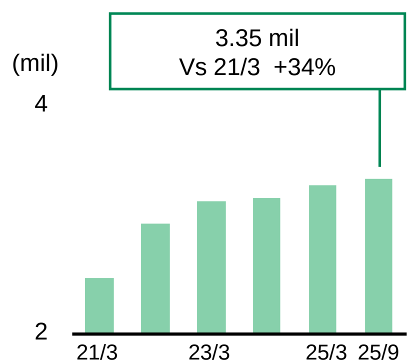
[Number of housing loan customers]

0.76 mil

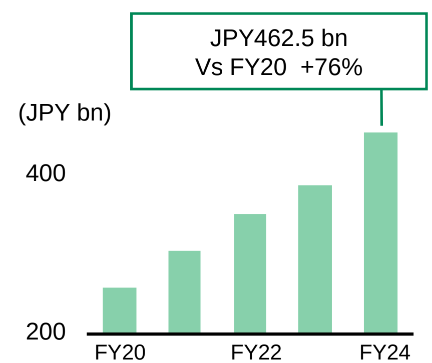
[Number of companies naming the Resona Group as their main bank[*4]]

Ranked 3rd / 69 thousand

[Number of debit cards issued]



[Funds transferred to inheritor accounts[*5]]



*1. Total of group of banks *2. Domestically licensed banks, domestic banking accounts, Source: BOJ statistical data
*3. Including NCDs *4. Total group of banks, TEIKOKU DATABANK (2024) *5. RB + SR + KMB

Enhance High-Quality Loan Income

Leverage Resona's distinctive strength to capture diverse funding needs

Resona's unique features

The customer base and networks centered on the two major metropolitan areas

Proportion of six main prefectures[*1]	GDP	Loan balance
	40% level	**60% level**

Full-line of trust banking functions

Customer-relations capabilities backed by our deep roots in communities

✕

Changes in internal environment

Entering a phase in which we can fully utilize capital

Further develop our consulting capabilities

✕

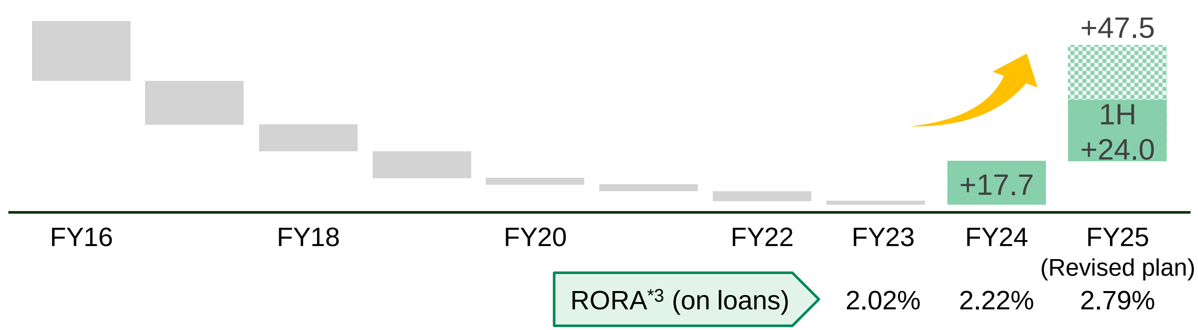
Changes in external environment

Modest inflation remains
(Resulting in more working capital)

CX, SX, GX and labor shortages
(Growing need for capital expenditure-related funding)

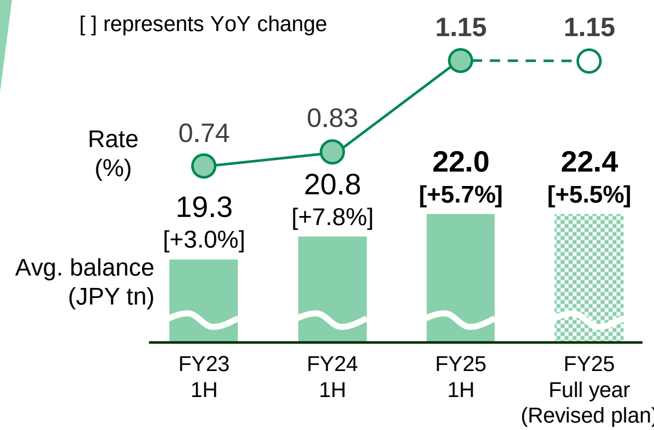
Normalization of monetary policy

[Trends in NII from domestic loans and deposits[*2] (YoY change)]



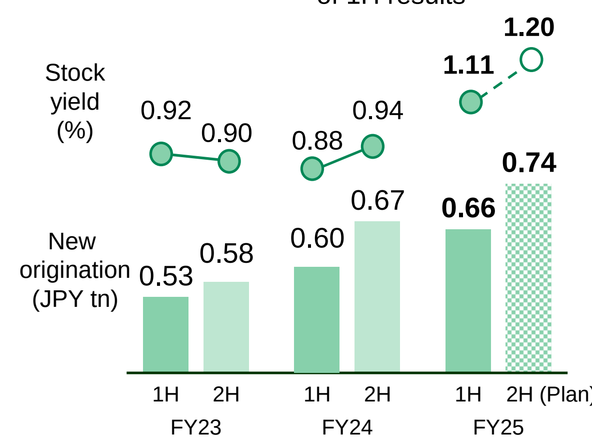
Corporate loans

- ✓ Rate: Steadily progressing
- ✓ Balance: Growth exceeding 5% per year



Housing loans

- ✓ Yield: Starting to fully benefit from the effect of interest rate hikes
- ✓ Volume of origination: Hit a record high in terms of 1H results



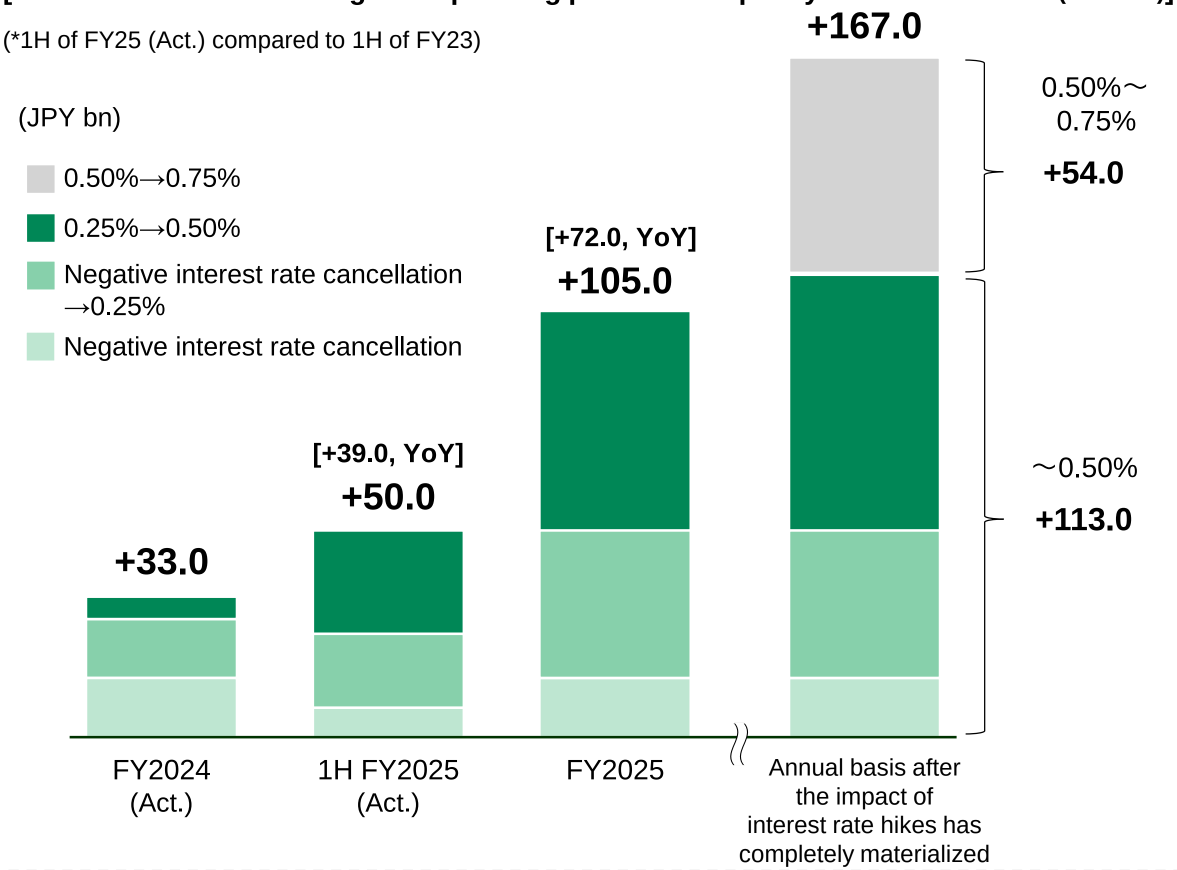
*1. The Resona Group's main customer regions (Tokyo, Saitama, Kanagawa, Osaka, Hyogo and Shiga)
*2. Total of non-consolidated domestic banking accounts of group banks, deposits include NCDs *3. Loan income / Loans RWA (average of initial and year-end balance)

Possible Impact on Earnings while JPY Interest Rate Hikes (provisional calculation)

With the policy interest rate rising to 0.75%, we expect ROE defined by TSE to reach 10%

[Increase in the amount o gross operating profit due to policy interest rate hike (vs FY23)]

(*1H of FY25 (Act.) compared to 1H of FY23)



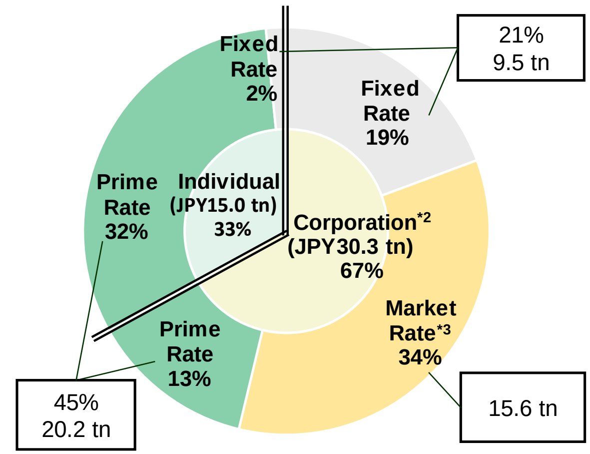
＜Assumption for provisional calculation＞

✓Balance sheet : Unchanged

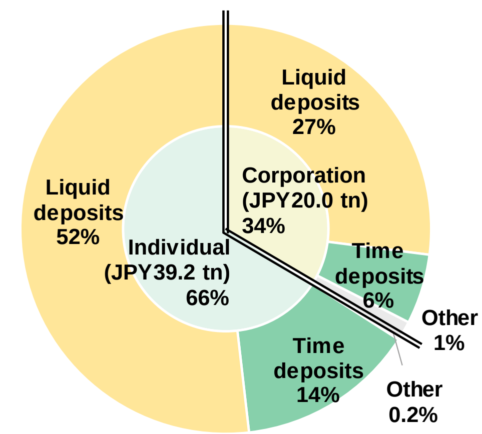
(~ 0.25% : As of end of Mar. 2024, 0.25→0.50% : As of end of Sep. 2024, 0.50→0.75% : As of end of Sep. 2025)

✓Reflecting the impact on loans, investment bonds and time deposits with interest rates that will be updated within a year, as well as savings accounts and ordinary deposits, deposits at the BOJ and others

Composition of loan portfolio*1



Composition of deposits*1,4



*1. Total of group banks *2. Including apartment loans *3. Market rate-linked loans include the fixed-rate (spread) loans maturing in less than one year

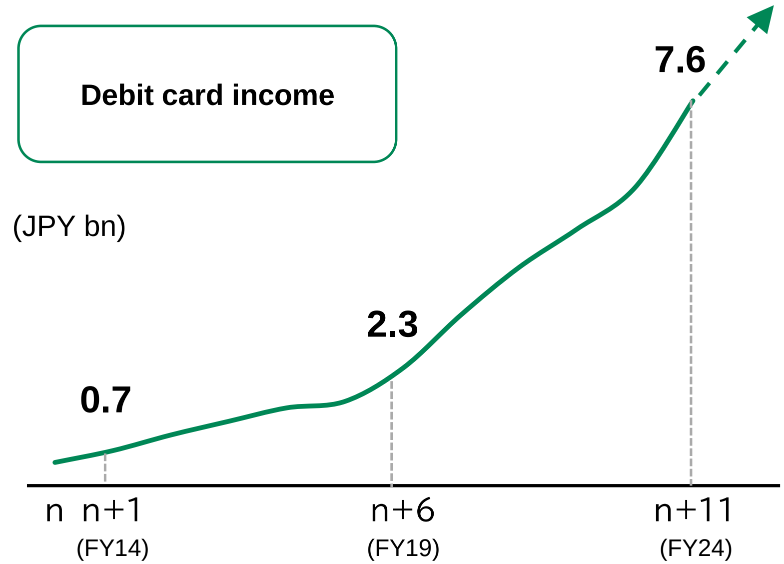
*4. Domestic individual deposits + Domestic corporate deposits

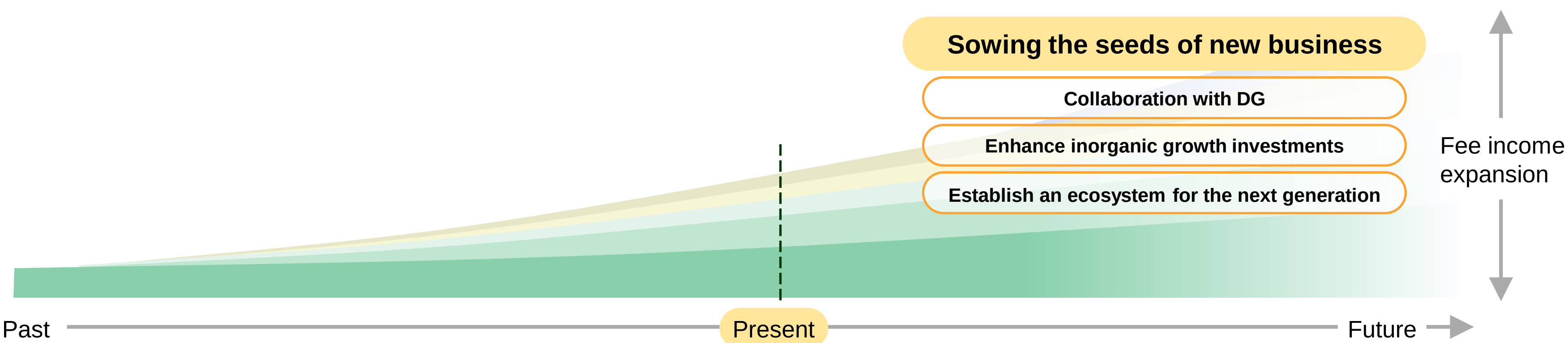
Accumulate High-Quality Fee Income

Constantly introduce new businesses ⇒ Expand the foundation ⇒ Accelerate growth of recurring fees

Examples of outcome

	Mar. 2019	Sep. 2025	
No. of individual customers having investment trust, fund wrap and insurance products	905 thousands	**1,011** thousands	**x 1.1**
No. of debit cards issued	1.51 mil	**3.35** mil	**x 2.2**
No. of App DL[*1] (Feb. 2018-)	0.96 mil	**12.45** mil	**x 12.9**
No. of companies utilizing Financial Digital Platform (Jun. 2020-)	–	**9** financial groups **10** banks (Nov. 2025)	–





*1. Including external group

Making Digital Garage an Equity Method Affiliate (Released in Jul. 2025)

Realization of Retail No. 1, creating "Plus" for the future of settlement : ROIC*1 is expected to be 10% +α (FY2029)

Digital Garage (DG)

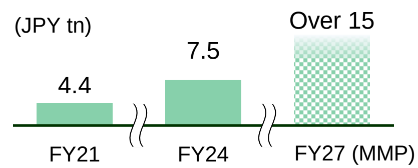
Making DG an equity method affiliate

Shareholding ratio
30.9%
(Completion of additional stock acquisition in Sep. 2025)

Digital Garage

Providing one of Japan's largest payment platforms

[Trends of transaction volume]



Acquisition of strategically irreplaceable business partner

Diversified and sophisticated problems of customers

- Rapid transition to cashless payment
- Abolition of bills and checks
- Diversification of payment and collection methods

Incorporating the earnings of the growing social/settlement infrastructure company

Next-generation fintech centered on settlement and backed by "finance" × "IT"

(i) Strengthening of the joint sales operation systems

(ii) Joint development of next-generation settlement apps for small and medium-sized merchants

(iii) Support for DG's entry into financial business for SMEs

(iv) Strengthening of new business development, including utilization of group companies and alliance networks

(v) Strengthening of CVC fund's strategic returns

■ Establishment of a competitive, unique position in the settlement field

DG
Digital Garage
Cashless payments
Digital marketing
⋮

Functional enhancement, etc.

A hub for promoting collaboration
DGBT*2
DGBT DG Business Technology
Help customers resolve digital-related challenges

Customer insight

Make DGBT's functions available

Resona Group
Resona Holdings
Corporate clients: 500,000 companies
Number of manned locations: Over 600
⋮

Step up the dispatch of digital specialists

■ Develop and promote the platform business

- Leverage the extensive range of assets (including alliance networks) held by both groups

*1. Numerator: Net income before the amortization of goodwill (including synergy); denominator: Capital commensurate with RWA *2. DG Business Technology, Inc.: A strategic company established by DG as its wholly owned subsidiary with the aim of comprehensively assisting with digital businesses within the Digital Garage Group

Growth Potential through Structural Reforms

Enhance Corporate Value through Structural Reforms

Strengthen the Group's foundation for growth while breaking away from the inherently cost-intensive nature of our retail operations

< Frontline reforms >

Create a new customer experience while achieving the digital shift in transactions

- **Develop businesses from a starting point of supporting digital transformation (DX)**

In 5 years

As interest rates gradually rise, we look ahead OHR in the 40% range*1

< Middle- and back-office reforms >

Organizational downsizing and productivity improvement

- **Centralize clerical operations and eliminate redundancies**

< Investment in human capital >

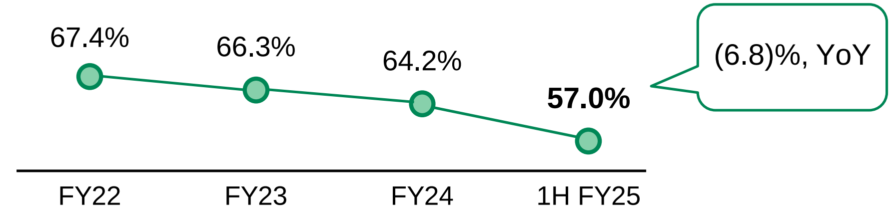
Better motivate employees and help them pursue personal growth ⇒ Growth in income per employee

< Workstyle reforms >

Innovative workstyles focused on creating new value beyond finance

While expanding investments in human resources and IT, the cost income ratio is improving

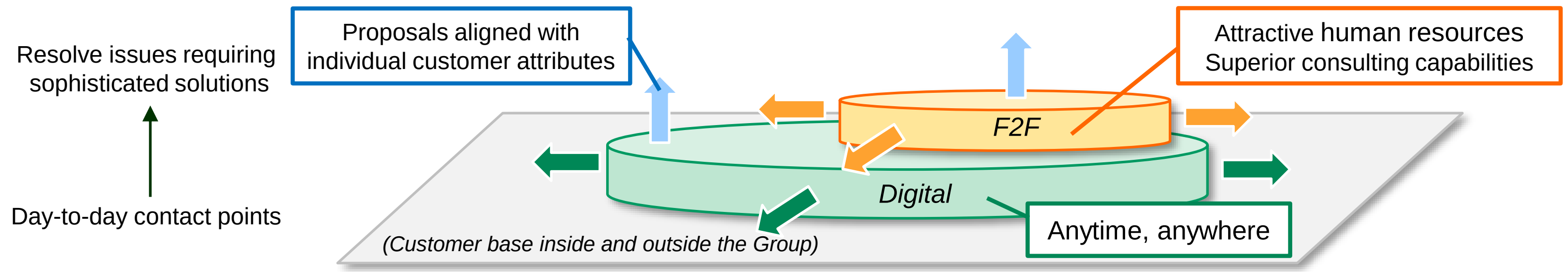
[Trends of OHR]



*1. Interest Rate Scenario: BOJ Policy Rate at 1%

Frontline Reforms

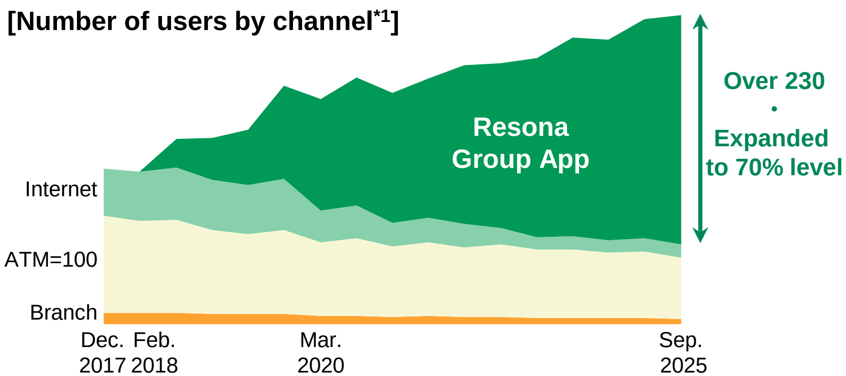
Accelerate integration of face-to-face and digital channels



Expand contact points & transactions with customers via the App

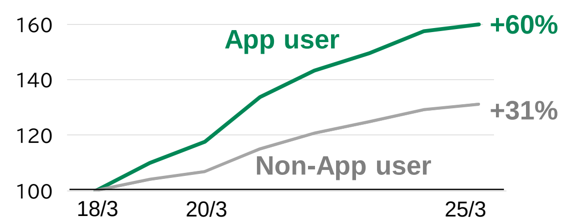
- # of downloads (including by users outside the Group) expanded to 12.45 million, making our app the largest transactional channel

[Number of users by channel[*1]]



Contributing to the expansion of our transactional base and the development of multilateral transactions

- The rate of growth in the volume of AUM per app user is now around **twofold**[*2]



Looking to increase the time spent on customer communications through operational streamlining

- Contributing to the reduction of branch-counter clerical work (**40% reduction** in the volume of paper forms[*3]; **30% reduction** in the volume of tasks related to tax and public due[*3])

Leverage know-how gleaned from Group App operations

For corporate users — **Group App for Business**

Branch counters — **Group tablets**

Evolve the "Resona Group App+," the next-generation version

Functional enhancement + Establishment of ecosystem

⇨ **Deliver new value to customers**

*1. Number of ATM users in Dec. 2017: 100 (daily number of users at RB branches) as of Mar. 2025 *3 Number of paper forms, in comparison with the FY2018 level

*2. AUM as of Mar. 2018 set at 100, in comparison with AUM entrusted by non-app users

Middle- and Back-Office Reforms

Build a foundation supporting our "one-platform, multi-regional strategy"

The digital shift in bank-counter transactions

Progress in the centralization of clerical work in middle- and back-office departments

Progress in post-merger integration (PMI) involving KMB and MB

The integration of MB's back-office operations and systems is completed (Jan. 2025)

Present

Middle office*1	RB	SR
	KMB	MB*2
Back office	**Resona Business Service**	

Apr. 2026 ～

The integrated management of middle- and back-office operations across the Group

Resona Business Service

Advance the integration of middle- and back-office operations

One entity → BPR*3 (DX・AI) → Organizational downsizing

One-platform, multi-regional strategy

Leverage combined capabilities afforded by all Resona Group members to realize "Retail No. 1"

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

✓ Each Group bank pursues individual strategies

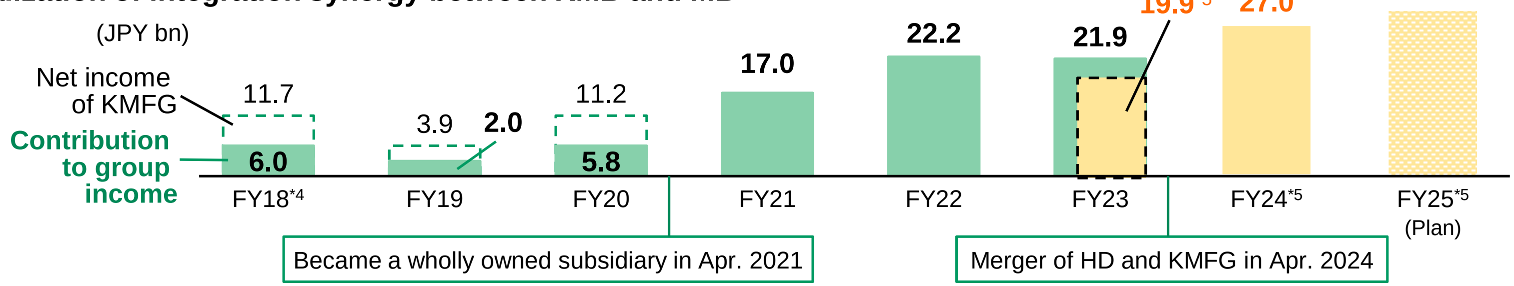
Deliver value universally offered by all Group companies

✓ 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.

■ **Realization of integration synergy between KMB and MB**



*1. Operational Support Office *2. The Operational Support Office for MB is already established within Resona Business Service (Jan. 2025~)
*3. Business Process Reengineering *4. Excluding gain from negative goodwill *5. Total of KMB and MB

Workstyle Reforms

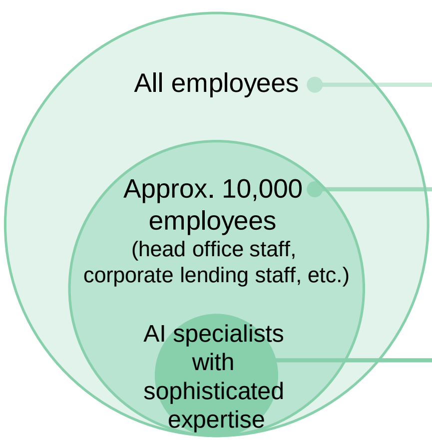
Realize workstyles conducive to value creation
⇒ Raise individual capabilities ⇒ Enhance organizational capabilities

Direction of workstyle reforms

Operational reforms × Infrastructure reforms → Labor productivity/ Improved worker friendliness → Increase income per employee

Undertake measures to secure our position as Japan's leader in the utilization of AI

- **Signed an agreement with Microsoft Japan regarding a strategic partnership framework (May 2025)**
- **Infrastructure reforms × Human resource development**
  ⇒ Deploy generative AI as standard



All employees:
- ✓ Develop an AI platform available to all employees
- ✓ Training aimed at raising AI-related literacy

Approx. 10,000 employees (head office staff, corporate lending staff, etc.):
- ✓ Utilize "Microsoft 365 Copilot"
- ✓ Study sessions hosted by partner vendors, etc.

AI specialists with sophisticated expertise:
- ✓ Create an AI CoE*1
- ✓ Intensive training*2 for staff tasked with planning

- **Operational reforms**
  ⇒ Utilize generative AI in a growing range of tasks

Main examples of usage

Sales capability enhancement	✓ Dialogue-based role playing with AI avatars (training for new recruits) ✓ Inside sales through contact centers ✓ Verification testing aimed at increasing the sophistication and efficiency of corporate data analysis (corporate sales) via collaboration with NTT DATA and TOKYO SHOKO RESEARCH
Operational streamlining	✓ A tool that assists with the preparation of in-house applications for approval on lending ✓ In-house inquiry chatbot ✓ A generative AI tool that assists with coding

*1. Center of Excellence *2. Scheduled for Dec. 2025

Investment in Human Capital

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

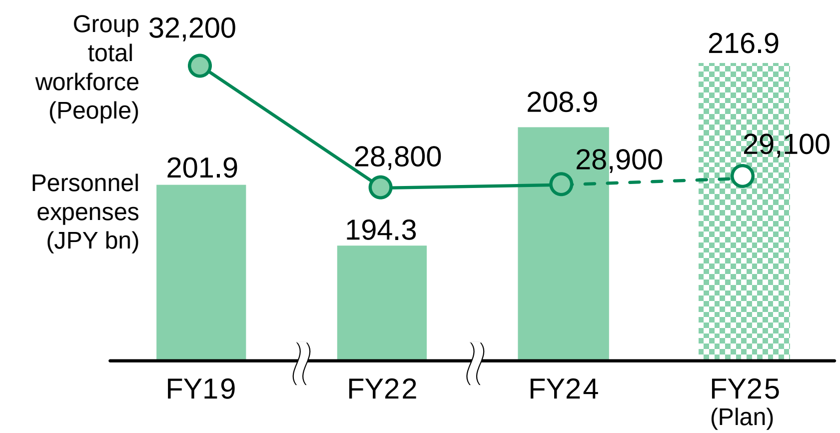
Downsized the portfolio to the level prior to the integration of KMFG over the course of the previous MMP

Expand HR-related investment (upward wage revisions, training, etc.)

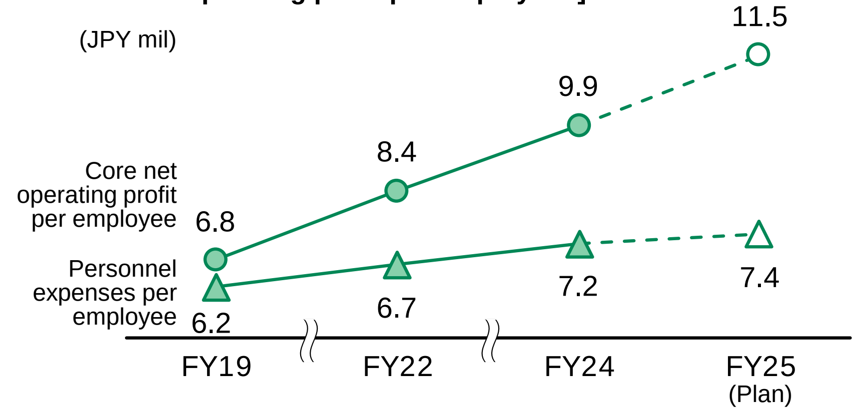
Better motivate employees and help them pursue personal growth

Achieve growth in income per employee that outpaces growth in personnel expenses per employee

[Group total workforce and personnel expenses]



【Personnel expenses per employee / Core net operating profit per employee*1]



■ Human resource development focused on enhancing employees' specialist strengths and personal dedication

- Multi-path personnel system*2
  - 20 specialist courses
- Encourage employees to gain experience in transcending boundaries
  - Dispatch employees to external training or second them to external entities
- Provide head office staff with AI-related crash-course programs

■ Introduction of an Employee*3 Share Benefit Trust System

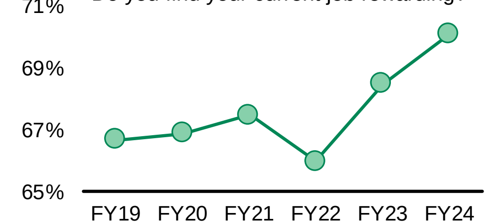
(Provided from FY26 onward)

Performance-linked wages

- ✓ Stronger awareness of management participation
- ✓ Commitment to achieving operating results targets
- ✓ Contribution to medium- to long-term improvement in corporate value

■ Employees find their jobs more rewarding

"Group employee surveys"
Do you find your current job rewarding?



*1. Consolidated core net operating profit (excluding net gains on cancellation of investment trusts) / Total workforce
*2. RB, SR: from 2021, KMB, MB: from 2026 (plan) *3. Managerial employee at or above the certain rank of RB, SR, KMB and MB

Key Points of Financial Results for 1H of FY2025

Revive Our Earnings Power
⇒ Business Development Backed by the Two Income Sources

Growth Potential through Structural Reforms

Accelerate Capital Circulation to Enhance Corporate Value

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

Reference Materials
(Financial Highlights, MMP, Business Strategies and Others)

Capital Management

Enter a new phase in which we can step up the utilization of capital from the current MMP (FY23~FY25)

Financial soundness

- Maintain the CET1 ratio*1 at the 10% range
  - ➢ CET1 ratio as of Sep. 30, 2025: 10.02%

Growth investment

- Organic growth
  ⇒ Expand loan assets, etc. with high returns relative to risk
- Inorganic growth
  ⇒ Expand customer bases, management resources and functions

Improve Corporate Value ⇒ ROE (TSE standard) plan for FY2025: 8.4%

Shareholder return

- Enhance the content of shareholder returns in a way that gives due consideration to maintaining soundness and securing growth investment opportunities
- While aiming for a “total shareholder return ratio of 50% level,” we have established the following dividend-related targets to steadily increase dividends:
  - ✓ DOE*2 target of FY2029: Approx. 3%
  - ➢ Total shareholder return ratio (act.) of FY2024: 45.8%
    (of which dividends accounted for 27.1% and share buybacks accounted for 18.7%), DOE: 2.1%

*1. Based on the full enforcement of the finalized Basel 3 regulations under the international standard; excluding net unrealized gains on available-for-sale securities
*2. Dividend on Equity

Our Concept on Shareholder Return and Actions to Be Taken in Connection with Shareholder Return in FY2025

Our concept on shareholder return

Aim for a "total shareholder return ratio of 50% level"

Enhance the content of shareholder returns in a way that gives due consideration to maintaining soundness and securing growth investment opportunities

Sustainably increase the DPS based on our DOE target

- ↑ **Net assets**
- ×
- **DOE** ↑
  - **Raise the ratio**
  - FY24: 2.1%
  - ⇒ Target for FY29: approx. 3%

Execute share buybacks in a volume commensurate with operating results[*1]

- **Profit expansion**
- **Optimize the number of shares outstanding**

"Sustainable increase in EPS" and "Higher ROE"

Shareholder return for FY2025

< 1H (released in May 2025) >

Common DPS

+4 yen (forecast)

Share buyback

Approx. JPY30.0 bn

(Acquisition by Jul. 31, 2025)

\+

< 2H (released in Nov. 2025) >

Share buyback

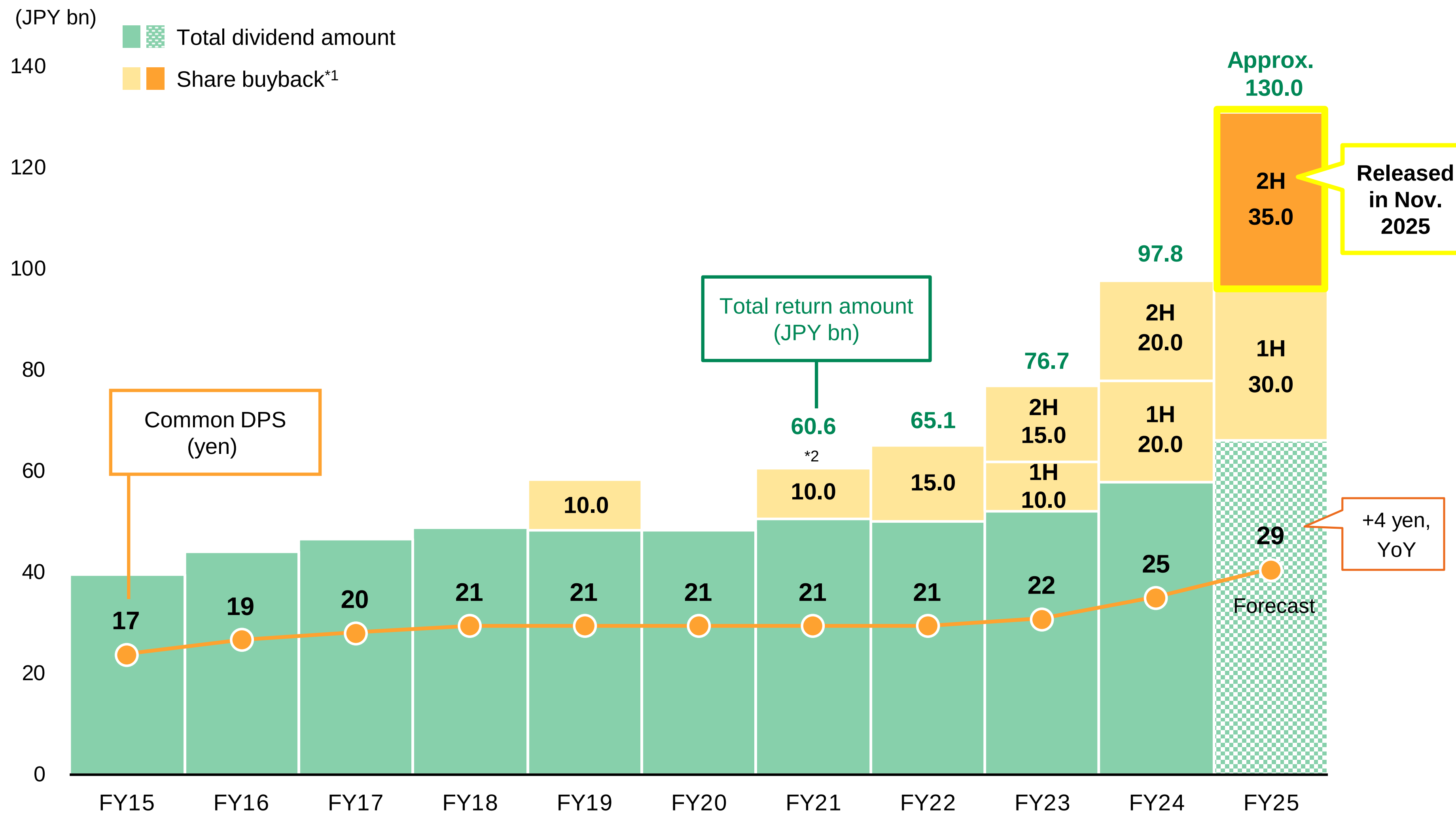
Up to JPY35.0 bn

Total shareholder return ratio (prospect)

54.6%

*1. Treasury shares will be held up to approximately 5% of the total number of outstanding shares (excluding the shares owned by the ESOP-type Stock Benefit Trust for the Employee Shareholding Association and the Stock Benefit Trust for officers and employees).

Trends in Shareholder Returns



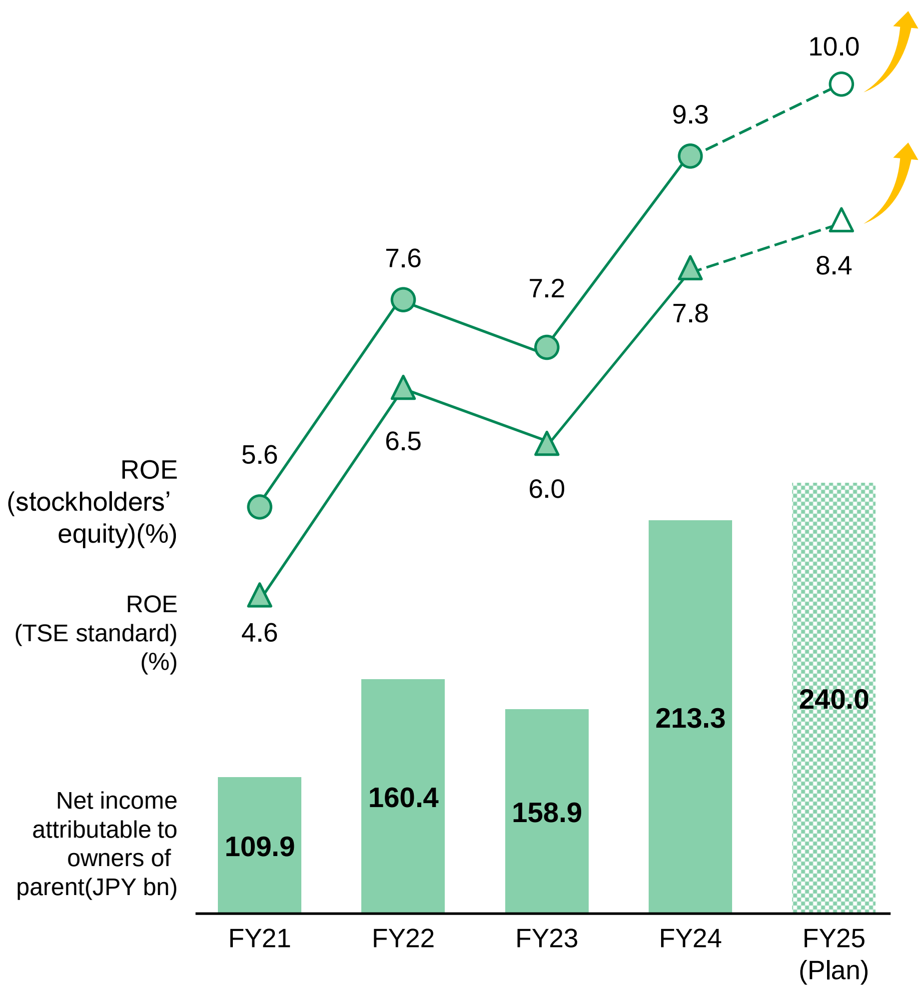
*1. The amount of treasury stock acquisition is rounded to the nearest hundred million yen

*2. Implement share buyback (JPY40.9 bn, 88 mil. shares) to neutralize dilutive effect on EPS from making KMFG a wholly owned subsidiary of HD in from May to June 2021

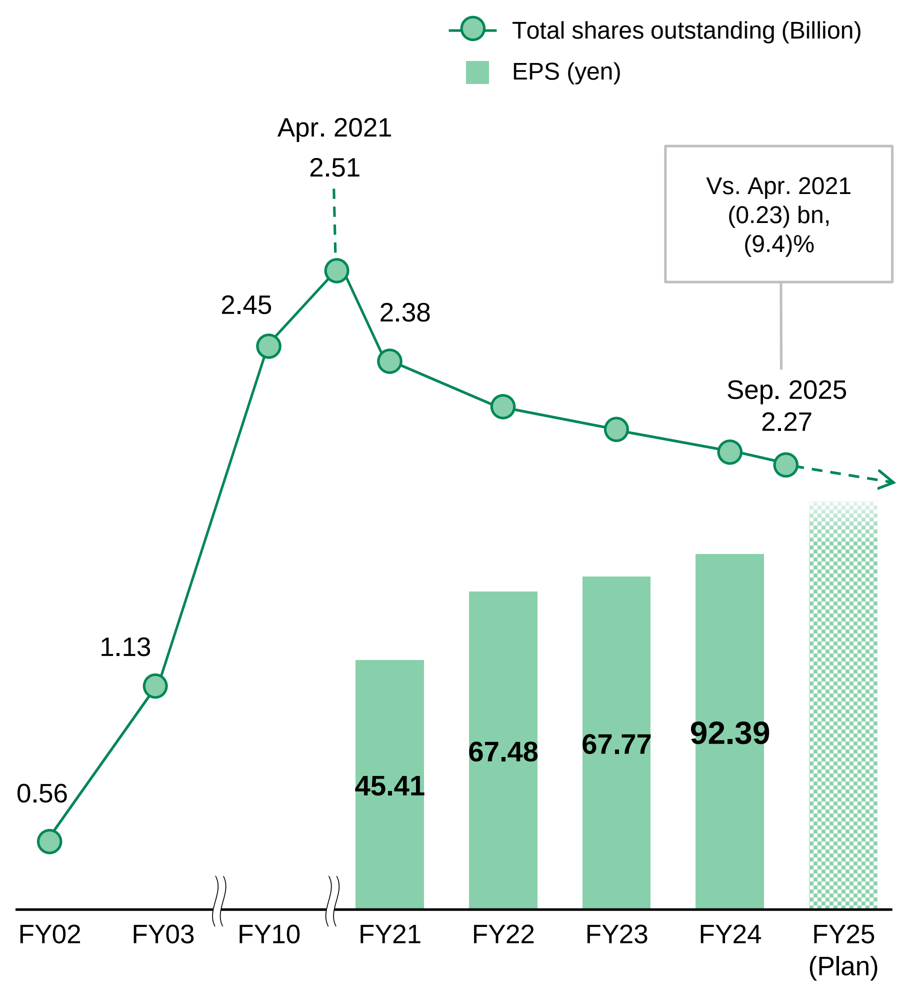
Sustainable Growth of EPS

**Through the strategic utilization of both revenue drivers and capital policy drivers,
we strive to achieve the "sustainable growth of EPS"**

[Trends in ROE]



[Trends in total shares outstanding at fiscal year-end[*1] / EPS]



*1. Excluding treasury shares

How We Utilize Capital

Progress in securing profit exceeded the MMP target
⇒ Able to expand growth investment at a pace exceeding allocation plans under the MMP, especially in organic growth fields

[Capital allocation under the MMP]

(JPY bn)

<Funding> 580.0	<Utilization> 580.0
Cumulative profit to be earned over the course of the current MMP	Shareholder return
	Loans
	Systems/ Markets
Capital stock as of Mar. 31, 2023	M&A

Current MMP 580.0

Target on total shareholder return ratio "50% level" 240.0

Organic growth investment 240.0

	Amount of funds (Vs. 23/3)	Required volume of capital
[In which, loans]		
Corporate loans	+2,630.0 (+13%)	+170.0
Housing loan	+1,000.0 (+7%)	+30.0
[In which, system]	+30.0	+20.0

Inorganic growth investment 100.0

Expansion / X 2.6 / Change

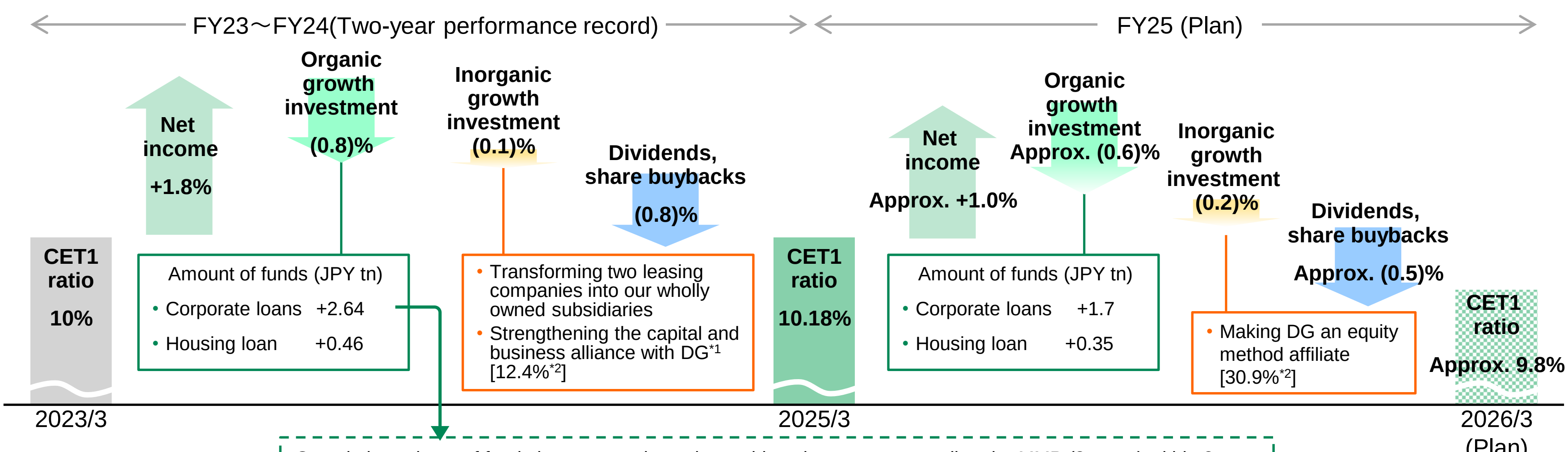
Previous MMP 395.0

Target on total shareholder return ratio "Middle 40% range in the medium term" 175.0

Organic investment 90.0

Allocated to measures to improve soundness 130.0

[FY23-FY24 (Act.) + FY25 (Plan)]



Cumulative volume of funds in corporate loans has achieved progress exceeding the MMP (3 years) within 2 years

*1. Digital Garage *2. Shareholding ratio

Policy-Oriented Stock Holdings*1

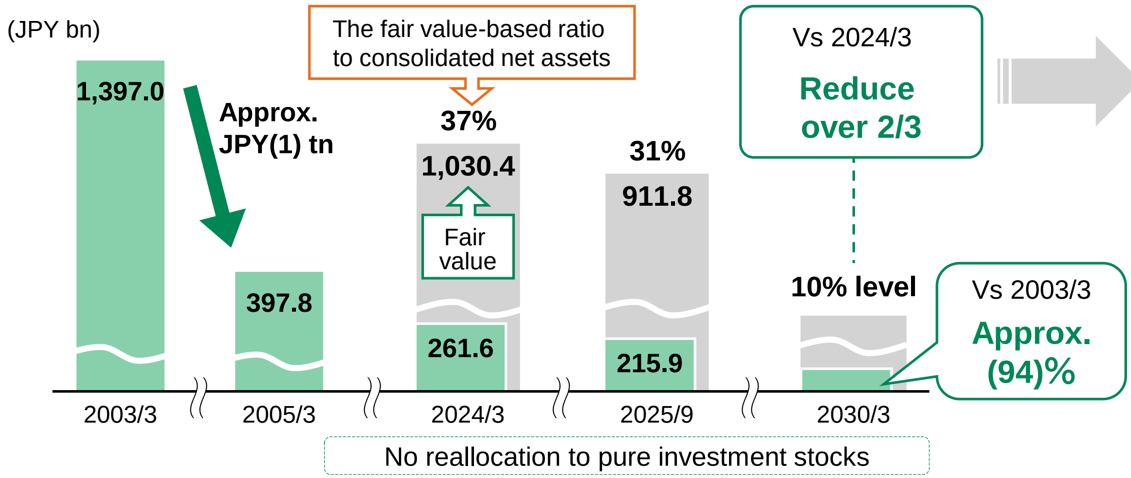
Total of Group Banks

Create new value to be delivered to customers/
Create management resources that can be allocated to growth investment and structural reforms

Plan for Reduction (Released in May 2024)

Reduce over 2/3 of book value by the end of Mar. 2030 compared to the end of Mar. 2024
⇒ Reduce the fair value-based ratio to consolidated net assets **to the 10% level**
(Will reduce the ratio to the 20% level at the end of Mar. 2027 in the best-case scenario)

[Trends in stock holdings*2]



Create capital equivalent to JPY300.0 bn (1.5% of CET1 ratio)

<1H of FY25 (Act.)>
Balance of listed stocks disposed (acquisition cost basis): JPY11.1 bn
Net gain on sale:
Total of group banks JPY33.6 bn
HD consolidated JPY33.4 bn

Utilize capital to accelerate investments aimed at sustainable growth

Address issues confronting our customers and society as a whole
✓ Expansion of organic and inorganic growth investments

Structural reforms and the strengthening of foundations, which are both necessary to realize CX
✓ Expansion of IT and human resource investments

- **Improve capital efficiency**
- **Expand income**
- **Deliver even greater shareholder returns**

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.

*1. 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
*2. Total of group banks. The presented figures include marketable securities only

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

Long-Term Sustainability Indicators

Aiming for sustainable improvement in social and corporate value

		FY2023	FY2024	FY2030 (target levels)
Value for customers and society	**Value Creation Capability Indicator** Number of cases where solutions are provided	**11.8 mil cases**	**12.9 mil cases**	**20.0 mil cases**
Value for customers and society	**Retail Transition Financing Target (Cumulative total)**	**JPY3.7 tn**	**JPY5.7 tn**	**JPY10 tn**
Environmental value	**Declaration of Net-Zero Greenhouse Gas Emissions in the Investment and Financing Portfolio**	**-**	**-**	**(2050: Net zero)**
Environmental value	Interim target for the energy sector (Portfolio carbon intensity)	**150gCO2e/kWh** [FY2022]	**145gCO2e/kWh** [FY2023]	**100~ 130gCO2e/kWh**
Environmental value	**Carbon Neutrality Target (Scope 1 & 2)**	vs FY2013 **(69)%**	vs FY2013 **(76)%** (Provisional)	**Net zero**
Social value	**Targets for the Empowerment and Promotion of Women** Ratio of directors and executive officers*1 Ratio of senior managers*2 Ratio of line managers*2	**12.1%*3** **14.8%** **32.8%**	**11.7%*4** **16.5%** **34.4%**	**30% or more** **20% or more** **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	**70.0%**	**72.1%**	**Increase the ratio of positive responses**

*1. HD *2. HD and 4 group banks, figures until FY23 include KMFG *3. As of Apr. 1, 2024 *4. As of Apr. 1, 2025

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 FY25 transaction volume: Approx. JPY760 bn : Expanded such financing to a total of JPY4.6 tn over the course of the past 2.5 years, for a progress ratio of around 153% against the MMP target (JPY3 tn / 3 years)

Cumulative total (Apr. 2021-) of approx. JPY6.4 tn (Target for FY30: cumulative total of JPY10 tn)

Corporate field

SMEs play an essential role in the nationwide realization of SDGs and SX

No. of companies	No. of employees	Added value created
Approx. 99.7%*1	Approx. 70%*1	Approx. 56%*1

＜Resona's mission＞
Translate each customer initiative into value of social impact

Promote in-depth dialogue (step up customer assistance in which we act as a "running partner"; Apr. 2024-)

- Conducted interviews with more than 20,000 corporate customers in FY24
- Encourage customers to take specific action appropriate to the stages their initiatives have reached even as we engage them in ongoing dialogue
- Also, strive to collect and roll out best practices within the Group as we focus on helping our staff tasked with customer dialogue and supportive engagement

Flow of initiatives

Interviews
Replies / updates

Assess the stage customers have achieved in their initiatives

Offer solutions aligned with each customer's stage

Customers move on to the next stage

Steadily support customers' SX efforts

Offer diverse solutions to serve customers at various stages of initiatives

Customer phase in terms of SX initiatives

- Sustainability Linked Loans (SLL)
- Private placement Green Bonds (GB)
- Positive Impact Loan

- Carbon offsetting support loans

- Loan products with conditions linked to ESG target accomplishments

- SDGs Consulting Fund
  ✓SDGs mapping + Simplified PR consulting
  ✓Consulting on measures to achieve carbon neutrality

- A simplified CO_2 emission calculation service

- Private placement SDGs promotion bonds

Small and medium-sized enterprise

Mid-sized

Large

Personal field

Initiative for individuals loans field

- Privileges granted to loan borrowers who purchase eco-friendly housing
- SX housing loans (RB/SR) (Apr. 2023-)
  (Expanded scope of SX housing covered by the loan scheme: low-carbon housing, housing built using domestically produced wood, housing that conforms with "Anshin R" standards, etc.)

- Offer information on legal regulations, subsidy programs and other industry trends for construction and real-estate businesses

Facilitate the popularization of eco-friendly housing

*1. The Small and Medium Enterprise Agency "2025 White Paper on Small and Medium Enterprises in Japan"

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

The volume of Scope 1 and 2 greenhouse gas (GHG) emissions arising from energy use across the Resona Group decreased steadily

- **Achieved our interim target to be met by the end of FY2025 in terms of the Scopes 1 and 2 emission volumes (-70% from the FY2013 level) ahead of schedule in FY2024**

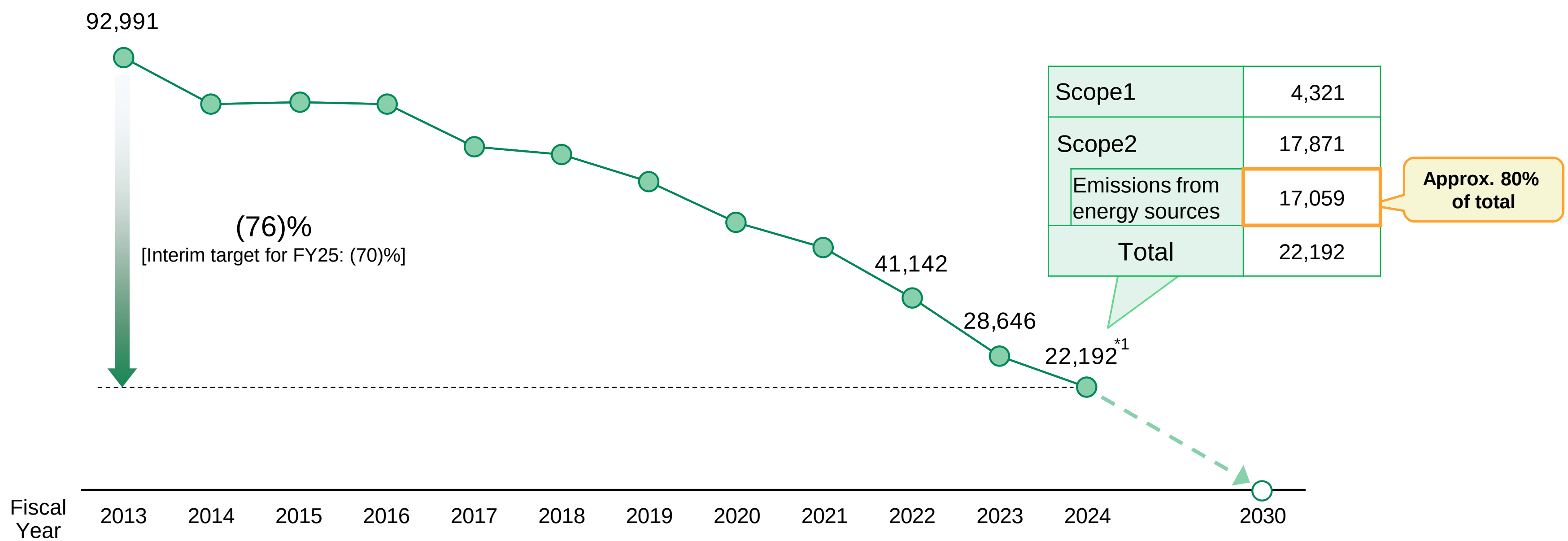
◆ **Measures to achieve our carbon neutrality target (reducing CO_2 emissions to net zero by the end of FY2030)**

✓ Proactively introduce renewable energy and other clean energy as we place utmost priority on reducing emissions associated with energy use, which account for around 80% of Scopes 1 and 2 emissions

✓ Completed switchover to renewable energy as of Sep. 30, 2025 at all properties with which the Company has procured power supply contracts

✓ Aim for 100% switchover to renewable energy at properties we are tenants of by the end of FY2027

[CO_2 emissions volume (t-CO_2)]



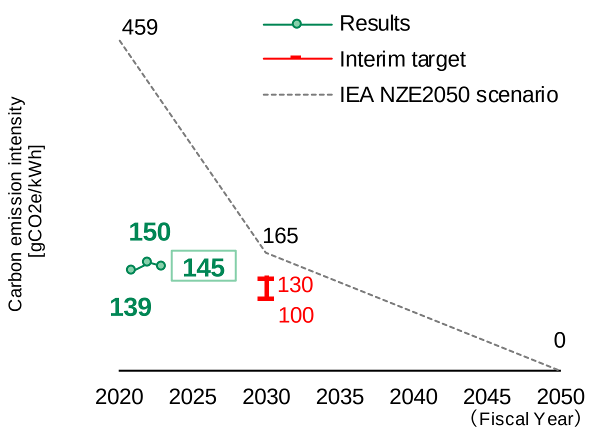
Scope1	4,321
Scope2	17,871
Emissions from energy sources	17,059
Total	22,192

*1. Provisional value. The finalized figure is in the process of obtaining third-party assurance.

E (Environment): Carbon Neutrality (2) -Scope 3-

Promote decarbonization through the reduction of GHG emissions (Scope 3, Category 15) attributable to 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)**
  - Carbon emissions intensity across the energy sector decreased by 5 gCO2e/kWh YoY (as of Mar. 31, 2024) and remained lower*1 than the 2030 level stipulated in the 1.5℃ scenario (NZE2050)
    - ➢ The resumption of operations at some clients' nuclear power plants led to a decline in emissions intensity, contributing to the above decrease



	Scope subject to GHG emission calculation	Indicators	**Results** (2024/3)	**Amount of investments and loans**	**Coverage ratio*2**	**Data quality score*3**
Electric power	Power generation Scope1	Physical carbon emission intensity	**145** gCO2e/kWh	JPY347.0 bn	91%	2.2
Oil / Gas	Mining Scope1-3	Absolute volume	**0.12** MtCO2e	JPY5.6 bn	100%	2.8
Coal	Mining Scope1-3	Absolute volume	–	(Not applicable)	–	–

- **Future Initiatives**

[Initiatives related to the energy sector]

- ◆ Contribute to the decarbonization of Japan's energy sector by aiding customers in initiatives to support the stable supply of non-fossil energy

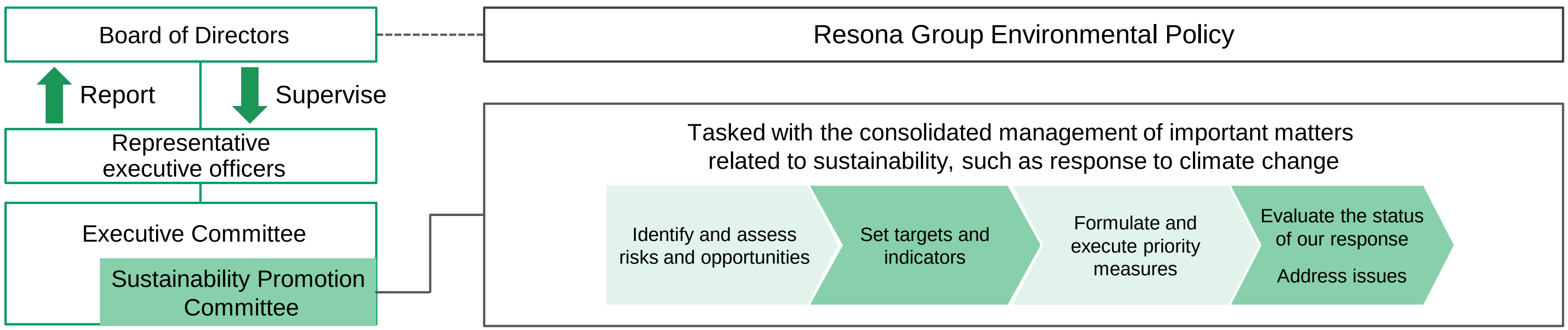
[Other initiatives]

- ◆ Consider assessing the financed emissions from and formulating interim targets for key sectors other than the energy sector
- ◆ Assess and reduce the volume of financed emissions across our investment and financing portfolio

*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): Addressing Environmental Issues

The Board of Directors has clarified its policy of reducing the negative environmental impact of the entire value chain



Climate change response

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

Reduce risks	● Clarify our stance, such as halting fresh financing for businesses with large environmental burdens (“Basic Stance on Lending”) ● Interview corporate customers to assess the status of their carbon neutrality-related initiatives, and engage with and encourage customers who are still in process of implementing such efforts
Increase opportunities	● Deliver products and services designed to support customer initiatives toward carbon neutrality [Corporate clients] ✓Simplified CO2 emission calculation service ✓Loan products with conditions linked to ESG target accomplishments ✓Carbon offsetting support loans, etc. [Individual customers] ✓SX housing loans ✓R246 ESG

Initiatives to preserve biodiversity

- **Continue striving to implement more sophisticated and detailed analyses of the financial impact of nature-related issues in line with the TNFD’s information disclosure framework**
- **Strive to protect the natural environment at the regional level and enhance the resilience of communities and, to this end, work in collaboration with stakeholders while engaging in ongoing initiatives to preserve biodiversity**

S (Society): Diversity & Inclusion (1)

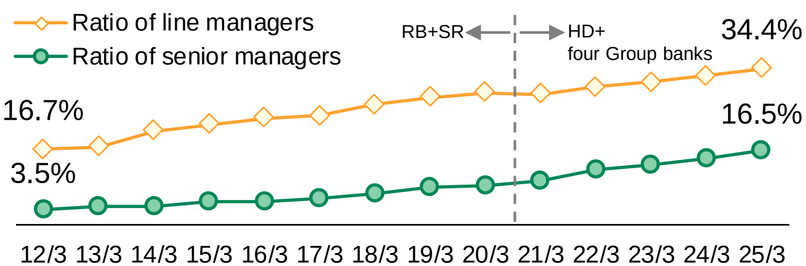
Creating corporate value by drawing on diversity

■ **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	2025[*1]	FY2030 Target
Directors and executive officers[*2]	11.7%	30% or more
Senior managers[*3]	16.5%	20% or more
Line managers[*3]	34.4%	40% or more

(Reference) The ratio of female managers nationwide[*4]:
General manager or equivalent positions 8.7%, Manager or equivalent positions 12.3%

[Ratios of female senior managers and line managers]



2022 HD “Nadeshiko Brand”

2021
Succeeded in raising the ratio of female line managers at five Group companies to 30%

2020
RB named one of the Leading Companies Where Women Shine and chosen to receive Minister of State for Gender Equality Award

2018
SR named one of the Leading Companies Where Women Shine and chosen to receive Prime Ministerial award

2015
Repayment of public funds completed
Introduced a “smart staff” system
First female officer appointed

FY2013
Ratio of female line managers reached 20%[*5]

2013 RB commended as one of the “Winners of the Diversity Management Selection 100”

2011 The Diversity Promotion Office established

2008 Revised the personnel system to ensure the same wage for the same work

2005 “Resona Women’s Council” launched

2003 Injection of public funds under the Deposit Insurance Act

2002 Renamed Resona Holdings

External evaluation

The “2024 J-Win Diversity Award” Executive Award (HD)	Received “Kirari Grand Prize” under the seventh “Osaka Prefecture Vibrant Workplaces Promoting Gender Equality” program (RB)	Awarded the excellent health and productivity management corporation 2025 (HD)	Obtained Eruboshi Certification (four Group banks)	Obtained Platinum Kurumin (four Group banks)

*1. Directors and executive officers as of Apr. 1, 2025, senior managers and line managers as of the end of March *2. HD *3. HD + four Group banks
*4. Ministry of Health, Labour and Welfare (Jul. 2025) *5. RB+SR

S (Society): Diversity & Inclusion (2)

Initiatives to empower diverse human resources to achieve success

Resona Women's Council 2.0

- Consists of about 20 individuals with diverse attributes (rank, age, organizational affiliation, etc.) and serves as an advisory body operating directly under management
- 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
- Having celebrated the 20th anniversary of its launch, the Council began including male members in FY2025

Small-group roundtable nicknamed "Kata-Reso" and attended by officers (Aug. 2025)

- Held with the purpose of encouraging female senior managers to aim for higher goals and gain broader perspectives
- Contributing to the development of their career visions via dialogue with officers

A picture taken at the meeting

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

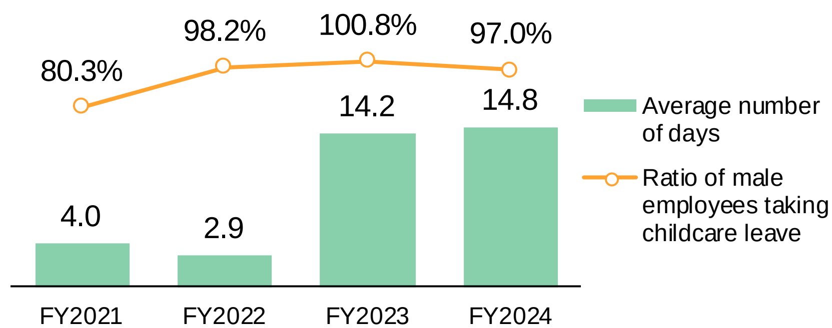
- Develop an environment that enables both male and female employees to work over the long term with confidence, pursue their desired careers and fully realize their potential

(Example: Lengthened the period in which employees are allowed to work shorter hours in order to take on child rearing and nursing care)
(Example: Expansion of the scope of employees eligible to receive early reinstatement allowance after childcare leave, the introduction of full-time work allowance)

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

- Facilitate the well-planned utilization of childcare-related leave programs
  - ➢ Designated the first 14 days of postnatal paternity childcare leave as paid leave (Oct. 2022-)
- The ratio of eligible male employees who utilize childcare leave remains high

[Average number of days off utilized by male employees in childcare leave/Utilization ratio]



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

- Leverage know-how accumulated by Resona Mi Rise (a wholly owned subsidiary of HD) in the course of job creation, working environment updating and other endeavors aimed at accommodating the aptitude of people with disabilities

Employees at work

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

Value creation ⟷ Synergetic effect ⟷ Well-being

Enhance three pillars

Co-creation

Professional — Resonance — Engagement

Six strategic drivers (Measures / Non-financial targets ⇒ p.35)

- [1] Leadership
- [2] Transcending boundaries
- [3] Speciality
- [4] Employee autonomy & support
- [5] Job fulfillment
- [6] Worker friendliness

< Review of personnel system and human resource management practices>

Present

Multipath personnel system
- Assist every employee in their autonomous pursuit of career development

×

Everyone plays a key role irrespective of age
- Support diverse workstyles

Points of the review

Wages for employees must be commensurate with value created via their duties

Accommodate diverse perspectives on work

Apr. 2026~

Wages determined based on the customer value delivered by individual employees

Provide employees with career and workstyle options designed to accommodate their individual perspectives on work

< Organizational culture > Integrity Diversity & Inclusion Taking on the challenge of reform

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

HD + 4 Group Banks

Drivers	Non-financial targets	FY22	⇒	FY24	FY30	Our policy for FY25 initiatives
[1] Leadership	◆ Ratio of women line manager	31.4%	⇒	**34.4%**	40%	✓ Implement measures to enhance management skills
	◆ Ratio of mid-career employees hired as managers	10.2%	⇒	**13.1%**	18%	✓ Facilitate the empowerment of mid-career hires
[2] Transcending boundaries	◆ Ratio of mid-career employees newly hired as senior managers, including those from different sectors*1	42%	⇒	**59%**	100%	✓ Further enhance boundary-transcending programs ✓ Update our mode of handling alumni hiring systems, etc.
[3] Speciality	◆ Number of human resources with highly specialized expertise*2	2,481	⇒	**2,520**	3,000	✓ Invest in human resources (HR) with an eye to recruiting and nurturing specialists ✓ Strengthen the provision of intrinsic and extrinsic motivation
[4] Employee autonomy & support	◆ Cumulative total number of individuals selected via in-house job postings (FY21～FY30)	684	⇒	**1,991**	4,000	✓ Upgrade career support programs while increasing opportunities available via in-house job-postings ✓ Fully utilize the new personnel system*3
[5] Job fulfillment	◆ Ratio of positive responses in employee awareness surveys (i) A sense of fulfillment in work (ii) Openness of workplace communications	(i) 66% (ii) 79%	⇒	**(i) 70.7%** **(ii) 81.7%**	Increase the ratio	✓ Encourage employees to take action closely linked with our Purpose ✓ Review the personnel system
[6] Worker friendliness	◆ Ratio of annual paid leave utilized	77.6%	⇒	**87.9%**	88%	✓ Reform and streamline our business processes ✓ Implementing and fostering measures to assist in balancing work and parenting, as well as health support programs

*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): Improve Our Social Value and Corporate Value by Facilitating the Widespread Recognition of the Purpose

Create a virtuous 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.82)

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

Customers/ Society
Recognition of and empathy toward the Resona Group Purpose
- ✓ Improvement in brand value
- ✓ Improvement in customer satisfaction

Virtuous cycle

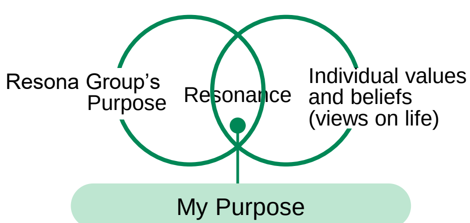
Employees
Recognition of and empathy toward the Purpose
Action in line with the Purpose (Linked with our human resource strategy)
DNA of Reform
- ✓ Value creation (driven by innovation)
- ✓ Well-being

Sustainable improvement
Social value
+
Corporate value (Financial and non-financial)

Strengthen our value creation capabilities

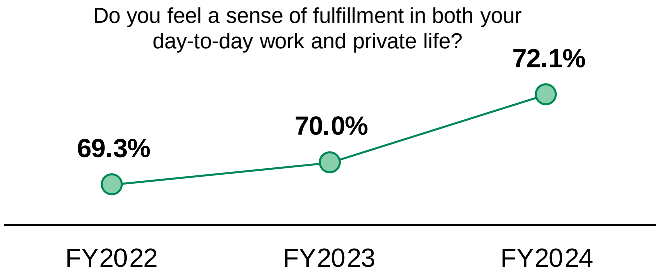
A "My Purpose" Project that empowers 30,000 employees to establish their own purposes

- FY2024: All employees created their own versions[*1] of the Purpose
- FY2025: Regularly hold training sessions and workshops to help employees deepen their understanding of the Purpose and translate it into their own personal versions



A "My Purpose" Workshop

Improvement across our workforce in the Well-Being Indicator



An excerpt from Group employee surveys

*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 40 clubs in 33 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.

金融＋で、未来をプラスに。 RESONA GROUP ココロ、たぎる。

・Key visual of co-sponsorship for the 2025–2026 season

< Examples of activities under our sponsorship >

- Signing of BM contracts with club teams nationwide to help them manage their sponsorship agreement
  - Signed BM contracts with 34 clubs ⇒ Nine sponsorship contracts signed
- Food drive
  - Held at venues for B.LEAGUE All-Star games and Resona Bank branches near these venues in the Chiba area

B.HOPE ACTION | FOOD DRIVE フードドライブ りそなグループ

- Resona Group Kids' Money Academy 2025 × B.LEAGUE
  - Collaborative events held at nine venues

*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.

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

◻ Assist in the resolution of region-specific issues

- ✓ Assist with easing the vacant house problem, invigorating the tourist industry and otherwise resolving region-specific issues in addition to providing consulting focused on community building through such means as midtown revitalization
- ✓ Play our part in communicating the appeal of communities and increasing the non-resident population connected to said communities by organizing quiz tours in collaboration with sightseeing association and universities in Hanno City, Saitama Prefecture (to be held by Mar. 2026)

◻ Business incubation assistance

- ✓ Extend "running partner"-type support aimed at discovering and nurturing entrepreneurs and enabling them to commercialize their ideas by, for example, making Resona Koedo Terrace available and holding a Business Idea Contest
- ✓ Became the first project within Saitama Prefecture to be subsidized under the "AKATSUKI Project"*1 sponsored by the Ministry of Economy, Trade and Industry. Currently, verification testing is under way for nine ideas based on themes proposed by businesses and municipalities in the prefecture

Kansai Region — Vitalize economies in the Kansai area via co-creation involving communities

Continue to provide "running partner"-type support and promote co-creation even after the close of Kansai Expo to lead the way in the economic invigoration of the Kansai area

◻ Osaka Pavilion "Reborn Challenge"

- ✓ SMEs and startups presented their technologies during the 26-week period of exhibitions
- ✓ Supported 38 exhibitions by 44 companies, including Resona's corporate customers
- ✓ Sponsor exhibitions at the OSAKA Science & Technology Center and otherwise extend ongoing support for the dissemination of technologies possessed by local businesses even after the close of Kansai Expo

Themes	Event period
Future Healthcare	Apr. 13 ~ Apr. 20
Metropolis of the Future	Apr. 21 ~ Apr. 28
Harmony between Japanese Tradition and the Future	Sep. 2 ~ Sep. 8
Future Technology	Sep. 9 ~ Sep. 15

OSAKA, KANSAI, JAPAN EXPO2025 | Resona Group
GOLD PARTNER

©Expo 2025

◻ THE BANK HATAGO HIKONE

- ✓ Restarted as a hotel run by a local blue-chip corporation via the effective utilization of KMB's former Hikone Honmachi Plaza in Jul. 2025
- ✓ Act in collaboration with Hikone City to create a flourishing community at the foot of Hikone Castle, which aims to gain registration as a world heritage site

*1. FY2024 "Subsidy for Projects to Discover and Develop Young Talent in Untapped Regional Areas"

S (Society): Helping Raise Financial Literacy

Promote financial and economic education tailored to meet needs in each age group via the combination of face-to-face × digital channels

Results of FY2024 activities (cumulative total)

Number of events : **3,912** Number of participants : **55,380**

Face-to-Face

An example of initiatives designed for each age group

These programs benefitted a cumulative total of approx. 53,000 participants since 2005

Elementary and junior high school students	**Resona Group Kids' Money Academy** (for elementary school students)	Main themes: Importance of money and work, the role of banks	
	Resona Teens' Money Academy (for junior high school students)	Main themes: How to manage your money wisely, how economy works	
High school students	**On-site lectures**	Main themes: Life planning, asset formation, how to defend against financial crimes	
	Hold regional tournaments of Economics Koshien (high school championship), a nationwide quiz event focused on economic and financial topics	Main themes: Financial and economic knowledge, latest topical issues, social systems, etc. Regional tournaments sponsored by the Resona Group: Saitama, Tokyo, Shiga and Osaka	
University students	**On-site lectures, endowed lectures**	Main themes: Asset formation, how to defend against financial crimes, regional economies, sustainability, etc.	
Businesspeople, etc.	**Seminars held for the employees of corporate customers, such as business operators who entrust us with their pension assets**	Main themes: The necessity of and tips on asset formation, etc.	
	Seminars held in collaboration with police departments and local governments, etc. for the elderly	Main themes: How to prevent special fraud, etc.	

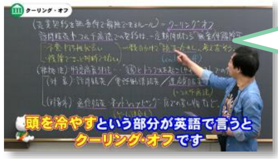
Digital Channels

Information dissemination utilizing YouTube and other SNS platforms

<Educational videos>

Videos discussing financial and economic topics (Mar. 2024-)

A total of 27 topics designed to attract the interest of viewers in each age group



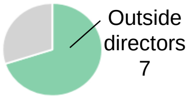
Video programs for junior and high school students were produced via tie-ups with popular lecturers at cram school Yoyogi Seminar

G (Corporate Governance): Sophisticated Corporate Governance System

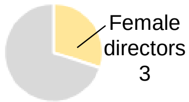
The first Japanese banking group which adopted a committee-based corporate governance structure in 2003 for management transparency and objectivity

Board of Directors

- **Independent outside directors account for the majority (70%) of the Board**
  [% of companies listed on TSE Prime*1] 26.2%



- **Ratio of female directors: 30%**
  [Avg. % of companies listed on TSE Prime*2] 18.8%



- **Chairperson of the Board of Directors**
  Independent outside director appointed for chairperson from Jun. 2022
  [% of companies listed on TSE Prime*3] 5.8%

Nominating Committee

- **Independent outside directors only**
- Introduced and operated succession plan from 2007
- Utilize outside consultants, etc. while involving members of the nominating committee

Compensation Committee

- **Independent outside directors only**
- Revised the remuneration for directors and executive officers in 2023 and introduced "ESG indices" as evaluation criteria

Audit Committee

- **Majority of independent outside directors**
- Introduced double report line system in 2016

Outside directors

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

Fumihiko Ike
Chairperson of the Board of Directors
(Former Chairperson of Honda Motor)

Sawako Nohara
Chairperson, Compensation Committee
President of IPSe Marketing

Masaki Yamauchi
Chairperson, Audit Committee
Member, Nominating Committee
(Former President/Chairperson of Yamato Holdings)
(Former President of Yamato Transport)

Katsuyuki Tanaka
Member, Audit Committee
Member, Compensation Committee
Attorney-at-law (Tokyo Seiwa Law Office)

Jiro Seguchi
Member, Nominating Committee
Member, Audit Committee
(Former president of Merrill Lynch Japan Securities)

Shie Lundberg
Member, Compensation Committee
Director, Google LLC

Internal directors

Masahiro Minami
President and Representative Executive Officer and Group CEO

Shigeki Ishida
Deputy President and Executive Officer Group CRO and Group CCO

Yukinobu Murao
Member, Audit Committee

*1. Tokyo Stock Exchange (Jul. 2025) *2. Japan Research Institute (Sep. 2025) *3. TSE Listed Companies White Paper on Corporate Governance 2025 (Apr. 2025)

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			●					
Yukinobu Murao			●	●				
Kimie Iwata	Outside directors	●				●	●	
Fumihiko Ike	Outside directors	●	●		●			●
Sawako Nohara	Outside directors		●		●		●	
Masaki Yamauchi	Outside directors	●				●		
Katsuyuki Tanaka	Outside directors		●					
Jiro Seguchi	Outside directors	●		●				●
Shie Lundberg	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

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
- ✓ During FY24, our outside directors, along with outside directors from RB, joined tours of Group companies, customer centers, etc., taking a close look at their business activities and gaining a deeper understanding of their operations

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

Position-based Compensation + Annual incentive + Medium- to long- term incentives

Monetary compensation (Position-based Compensation, Annual incentive) / Non-monetary compensation (shares) (Medium- to long- term incentives)

Fixed compensation (Position-based Compensation) / Performance-based compensation (Annual incentive, Medium- to long- term incentives)

Annual incentive

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

Financial performance assessments		Non-financial performance assessments		Individual achievements
Net income attributable to owners of parent Consolidated core income	+	Assessed based on annual corporate achievements relative to Long-Term Sustainability Targets	+	Medium- to long-term targets Annual targets Initiatives to foster and spread a risk culture

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

Consolidated ROE (Based on stockholders' equity) × **Relative TSR (Relative to peers in the banking industry)** + **ESG indices**

"Board Benefit Trust"
- Utilize a trust scheme
- Grant shares
- Enhance linkage with performance

ESG-Based Recognitions and Initiatives

Status of inclusion into ESG-based stock indices*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

2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

S&P/JPX Carbon Efficient Index

2025 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

MORNINGSTAR GenDi J
Japan ex-REIT Gender Diversity Tilt Index
TOP CONSTITUENT 2025

ESG-related external evaluations

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

FTSE
(Full score is set at 5)
3.6

MSCI
(Gender diversity score)
(Full score is set at 10)
8.2

S&P
(Decile ranking system)
7
(Carbon Efficient Index)

Our support for ESG-related initiatives at home and abroad

WE SUPPORT UN GLOBAL COMPACT

PRI Principles for Responsible Investment

PCAF Partnership for Carbon Accounting Financials

Climate Action 100+

30% Club GROWTH THROUGH DIVERSITY

PFA21 Principles for Financial Action for the 21st Century

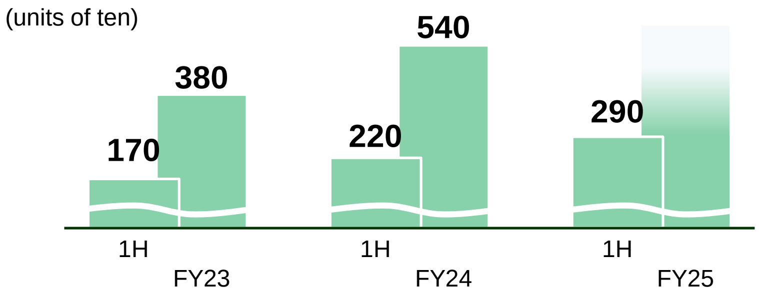
*1. Please refer to our corporate website for details⇒ https://www.resona-gr.co.jp/holdings/english/sustainability/award/

Communications with Shareholders and Investors

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

Increase in the number of interviews with institutional investors and analysts

[Trend in the cumulative number of investors interviewed]



Holding presentation meetings for individual investors

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

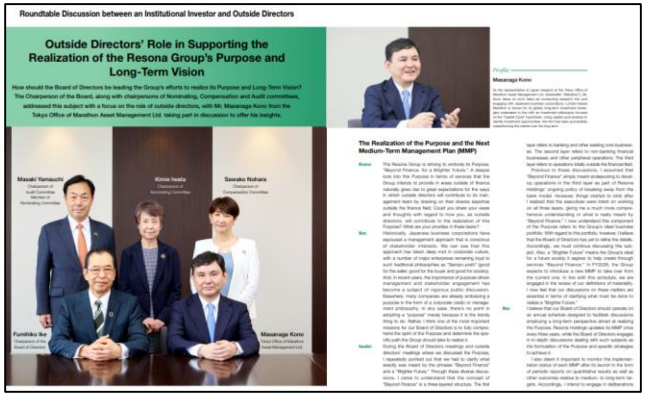
Web-based and physical venue briefings	YouTube-based streaming	Shareholder seminars (Tokyo, Saitama, Osaka)

Physical venue briefings (Oct. 2025)

Web-based briefings (Oct. 2025)

Dialogue between investors and outside directors

- Integrated Report 2025
  "Roundtable Discussion between an Institutional Investor and Outside Directors"



- Opinion exchange meeting with outside directors (Oct. 2025)

Scenes from the Day

"Basic Policy for Promoting Constructive Dialogue with Shareholders and Investors"

https://www.resona-gr.co.jp/holdings/english/investors/ir/dialogue/

"Basic Guidelines for Information Disclosure and Financial Reporting"

https://www.resona-gr.co.jp/holdings/english/investors/ir/guideline/

Outline of Financial Results for 1H of FY2025

HD Consolidated

- **Net income attributable to owners of parent : JPY142.8 bn**
  - Up JPY28.6 bn or +25.0%, YoY
  - Progress rate against the full-year target*1 : 59.5%
- **Core net operating profit**
  (excluding net gains on cancellation of investment trusts)*2
  : JPY171.8 bn, Up JPY41.5 bn, or 31.9%, YoY
  - **Core income*3 : JPY99.2 bn,** Up JPY18.1 bn, or 22.4%, YoY
  - **Gross operating profit : JPY401.6 bn,** Up JPY56.4 bn, or 16.3%, YoY
    - Net interest income from domestic loans and deposits*4 : Up JPY24.0 bn, YoY

      Average loan balance : Up 4.30%, YoY,
      Loan rate : Up by 27bps, YoY

      Loan rate remains strong compared to the initial plan, while the balance is slightly weaker but maintains a high level
    - Fee income : Down JPY2.3 bn, YoY

      Progress rate against the full-year plan (JPY230.0 bn) : 47.8%
    - Net gains on bonds (including futures): Up JPY9.7 bn, YoY
  - **Operating expenses : JPY229.2 bn**, increased by JPY8.5 bn, YoY

    While engaging in structural reforms, OHR is moving toward the 50% range.
- **Credit costs : JPY3.5 bn (cost),** decreased by JPY3.3 bn, YoY

  8.9% against the budget JPY39.0 bn
  Continuously strengthen monitoring for sign of deterioration through a collaborative approach

HD consolidated (JPY bn)		FY2025 1H (a)	YoY change (b)	Rate of change (c)	Progress rate vs. Full-year target*1 (d)
Net income attributable to owners of parent	(1)	**142.8**	**+28.6**	**+25.0%**	**59.5%**
EPS (yen)	(2)	62.55	+13.25	+26.8%	
BPS (yen)	(3)	1,267.53	+67.55	+5.6%	
ROE (stockholders' equity)	(4)	11.9%	+1.8%		
ROE (TSE standard)	(5)	10.2%	+1.9%		
Gross operating profit	(6)	401.6	+56.4	+16.3%	
Net interest income	(7)	281.8	+52.7		
NII from loans and deposits*4	(8)	195.4	+24.0		
Interest on yen bonds, etc.*5	(9)	23.0	+4.9		
Fee income	(10)	110.0	(2.3)		
Fee income ratio	(11)	27.3%	(5.1)%		
Trust fees	(12)	12.9	+0.0		
Fees and commission income	(13)	97.0	(2.4)		
Other operating income	(14)	9.7	+5.9		
Net gains on bonds (including futures)	(15)	0.9	+9.7		
Operating expenses (excluding group banks' non-recurring items)	(16)	(229.2)	(8.5)	(3.8)%	
Cost income ratio (OHR)	(17)	57.0%	(6.8)%		
Actual net operating profit	(18)	**172.5**	**+47.7**	**+38.2%**	
Core net operating profit (excluding net gains on cancellation of investment trusts)*2	(19)	**171.8**	**+41.5**	**+31.9%**	
Core income*3	(20)	**99.2**	**+18.1**	**+22.4%**	
Net gains on stocks (including equity derivatives)	(21)	33.1	(12.8)		
Credit costs	(22)	(3.5)	+3.3		
Other gains, net	(23)	(3.1)	+2.3		
Net income before income taxes and non-controlling interests	(24)	**199.1**	**+40.5**	**+25.5%**	
Income taxes and other	(25)	(55.2)	(11.9)		
Net income attributable to non-controlling interests	(26)	(1.0)	+0.0		

*1. Full-year target of FY2025: JPY240.0 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 *4. Total of non-consolidated domestic banking accounts of group banks, deposits include NCDs *5. Interest on yen bonds and income from interest rate swaps

Breakdown of Financial Results for 1H of FY2025

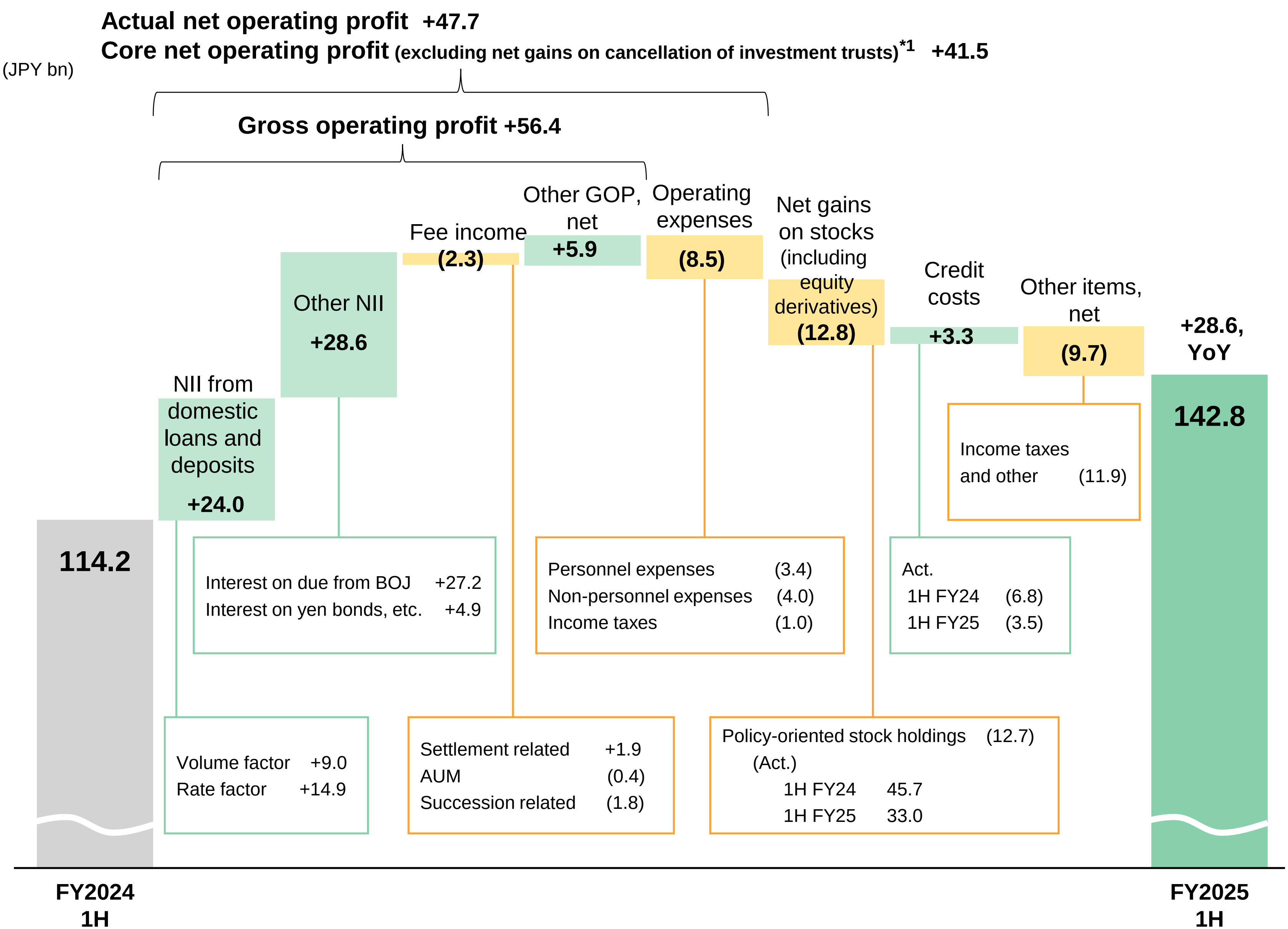
HD Consolidated
Total of Group Banks

(JPY bn)		Resona Holdings (Consolidated)		Total of group banks		Resona Bank		Saitama Resona Bank		Kansai Mirai Bank		Minato Bank		Difference
			YoY		YoY		YoY		YoY		YoY		YoY	
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(a)-(c)
Gross operating profit	(1)	**401.6**	**+56.4**	**370.6**	**+59.4**	**217.3**	**+33.8**	**73.3**	**+12.1**	**53.2**	**+7.9**	**26.7**	**+5.5**	**30.9**
Net interest income	(2)	281.8	+52.7	278.9	+57.0	155.0	+32.8	56.8	+12.6	*1 45.8	+7.8	*1 21.2	+3.7	*1 2.8
NII from domestic loans and deposits	(3)	195.4	+24.0	195.4	+24.0	111.7	+19.5	30.7	(1.5)	37.6	+4.1	15.2	+1.9	
Interest on yen bonds, etc.	(4)	23.0	+4.9	23.0	+4.9	11.5	+1.9	7.0	+1.8	2.1	+0.2	2.3	+0.8	
Net gains on cancellation of investment trusts	(5)	(0.1)	(0.5)	(0.1)	(0.5)	(0.2)	(0.6)	–	–	0.1	+0.0	(0.0)	+0.0	–
Fee income	(6)	110.0	(2.3)	84.2	(3.2)	56.4	(1.0)	15.7	(1.4)	6.8	(0.0)	5.1	(0.6)	25.8
Fee income ratio	(7)	27.3%	(5.1)%	22.7%	(5.3)%	25.9%	(5.3)%	21.4%	(6.6)%	12.8%	(2.3)%	19.3%	(8.3)%	
Trust fees	(8)	12.9	+0.0	12.9	+0.0	12.9	+0.0	0.0	(0.0)	0.0	+0.0	–	–	(0.0)
Fees and commission income	(9)	97.0	(2.4)	71.2	(3.2)	43.4	(1.1)	15.7	(1.4)	6.8	(0.0)	5.1	(0.6)	25.8
Other operating income	(10)	9.7	+5.9	7.4	+5.6	5.9	+1.9	0.7	+0.9	0.5	+0.1	0.2	+2.4	2.3
Net gains on bonds (including futures)	(11)	0.9	+9.7	0.7	+9.5	0.0	+4.9	0.1	+1.9	0.3	+0.3	0.1	+2.3	0.1
Operating expenses (excluding group banks' non-recurring items)	(12)	(229.2)	(8.5)	(209.5)	(6.9)	(116.2)	(3.0)	(42.0)	(1.6)	*2 (32.8)	(0.5)	(18.2)	(1.5)	(19.7)
Cost income ratio (OHR)	(13)	57.0%	(6.8)%	56.5%	(8.5)%	53.4%	(8.1)%	57.4%	(8.6)%	61.7%	(9.5)%	68.4%	(10.4)%	
Actual net operating profit	(14)	**172.5**	**+47.7**	**161.1**	**+52.5**	**101.0**	**+30.7**	**31.2**	**+10.4**	**20.3**	**+7.3**	**8.4**	**+3.9**	**11.4**
Core net operating profit (excluding net gains on cancellation of investment trusts) *3	(15)	**171.8**	**+41.5**	**160.6**	**+46.6**	**100.8**	**+28.9**	**31.0**	**+8.4**	**20.2**	**+7.3**	**8.4**	**+1.8**	**11.2**
Core income	(16)	**99.2**	**+18.1**	**93.1**	**+18.8**	**63.4**	**+17.3**	**11.4**	**(2.8)**	**13.7**	**+3.7**	**4.5**	**+0.6**	**6.0**
Net gains on stocks (including equity derivatives)	(17)	33.1	(12.8)	33.8	(13.0)	27.2	+1.3	2.2	(6.3)	0.1	(0.7)	*4 4.1	(7.2)	*4 (0.6)
Credit costs	(18)	(3.5)	+3.3	(3.1)	+4.5	(3.2)	+5.7	1.3	+2.1	(1.0)	(3.3)	(0.1)	+0.0	(0.3)
Other gains, net	(19)	(3.1)	+2.3	(2.7)	+2.0	(0.7)	+2.1	(0.7)	+0.1	(1.3)	(0.0)	0.0	(0.2)	(0.3)
Net income before income taxes	(20)	**199.1**	**+40.5**	**189.0**	**+46.1**	**124.3**	**+39.9**	**34.0**	**+6.4**	**18.1**	**+3.2**	**12.4**	**(3.5)**	**10.0**
Income taxes and other	(21)	(55.2)	(11.9)	(51.0)	(12.2)	(34.3)	(10.2)	(9.9)	(2.0)	(3.2)	(1.1)	(3.5)	+1.2	
Net income attributable to non-controlling interests	(22)	(1.0)	+0.0											
Net income (attributable to owners of parent)	(23)	**142.8**	**+28.6**	**137.9**	**+33.8**	**90.0**	**+29.7**	**24.0**	**+4.3**	**14.9**	**+2.1**	**8.9**	**(2.2)**	

*1. Including JPY3.4 bn in dividends from KMB and MB subsidiaries to KMB and MB (JPY2.4 bn to KMB, JPY0.9 bn to MB) (intercompany elimination)
*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. Including JPY0.9 bn in gains from the sale of MB subsidiary shares due to group company restructuring (intercompany elimination)

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

HD Consolidated



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

Trend of Loans and Deposits (Domestic Account)

Total of Group Banks

Average loan / deposit balance, rates and spread

- **1H of FY25** (YoY) **: Avg. loan balance +4.30%, Loan rate +27bps**

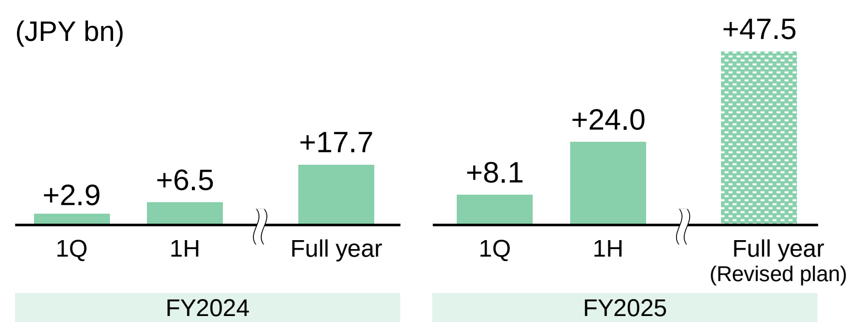
  FY25 (Revised plan)**: Avg. loan balance +3.54%, Loan rate +24bps**

Avg. bal. : Trillion Yen Income/Cost : Billion Yen			1H Act. (a)	1H YoY[*3] (b)	FY2025 Revised plan (c)	FY2025 YoY[*3] (d)
Loans	Avg. bal.	(1)	44.64	+4.30%	44.81	+3.54%
	Rate	(2)	1.11%	+0.27%	1.14%	+0.24%
	Income	(3)	250.0	+69.3	512.6	+123.7
Excluding loans to the Japanese gov. and others	Avg. bal.	(4)	42.52	+4.49%	42.90	+4.17%
	Rate	(5)	1.14%	+0.26%	1.16%	+0.23%
Corporate banking business unit[*1]	Avg. bal.	(6)	25.06	+4.81%	25.43	+4.72%
	Rate	(7)	1.15%	+0.29%	1.16%	+0.23%
Corporate Loan	Avg. bal.	(8)	22.04	+5.75%	22.40	+5.55%
	Rate	(9)	1.15%	+0.31%	1.15%	+0.24%
Personal banking business unit[*2]	Avg. bal.	(10)	14.78	+2.58%	14.85	+2.58%
	Rate	(11)	1.23%	+0.23%	1.28%	+0.24%
Deposits (Including NCDs)	Avg. bal.	(12)	63.03	(0.12)%	63.25	+0.38%
	Rate	(13)	0.17%	+0.14%	0.18%	+0.12%
	Cost	(14)	(54.6)	(45.2)	(115.2)	(76.2)
Loan-to-deposit	Spread	(15)	0.94%	+0.13%	0.96%	+0.12%
	Net interest income	(16)	195.4	+24.0	397.4	+47.5

Net interest income from domestic loans and deposits

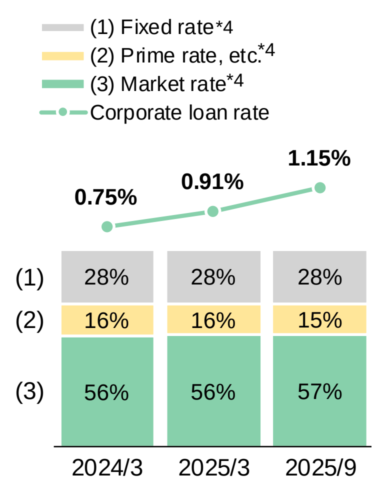
- **The rise in our housing loan base rates is taking full effect from 2Q**

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

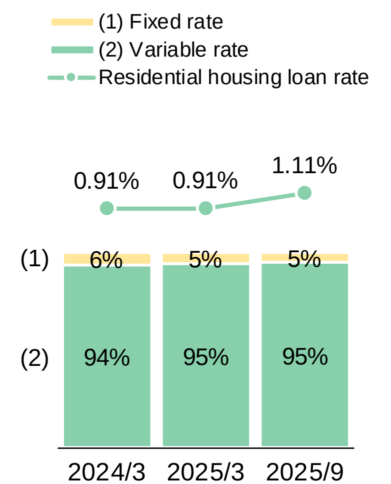


Composition of avg. loan balance by interest rate type and loan rate on a stock basis

[Corporate loans]



[Residential housing loans]



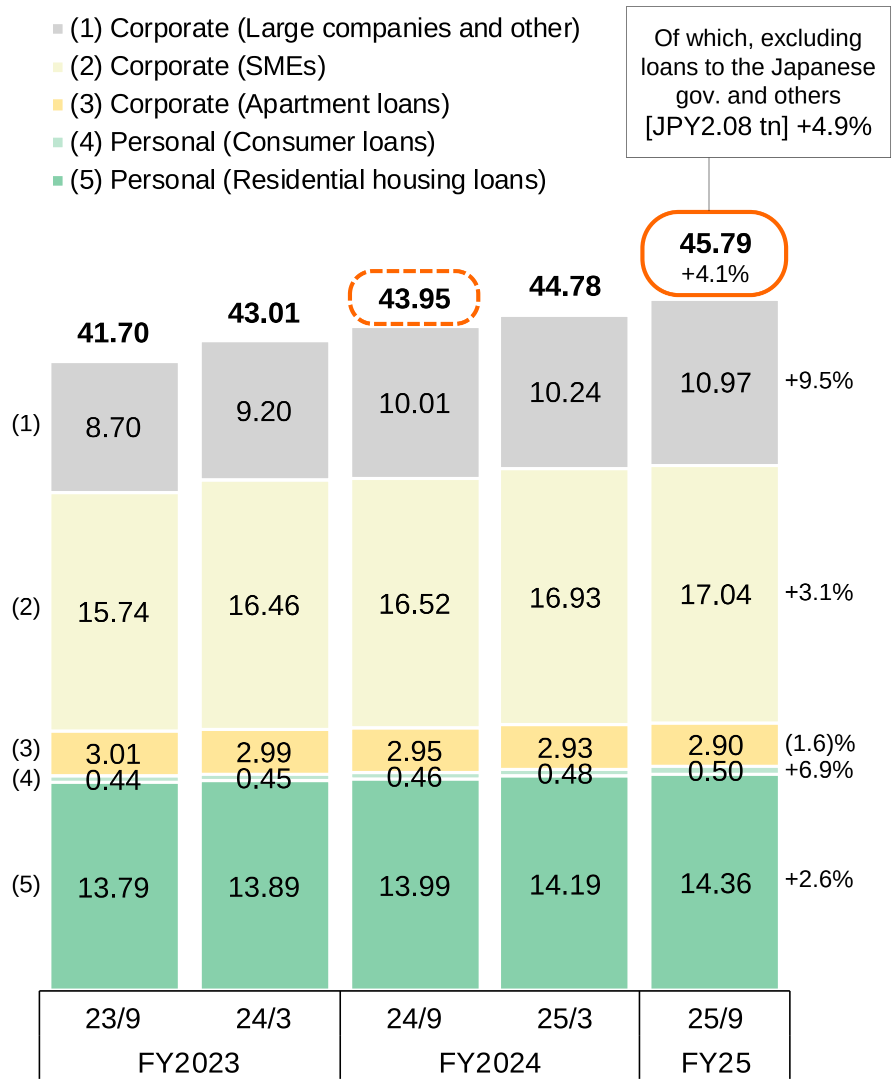
*1. Corporate loans (excluding loans to HD) + apartment loans, Figures are for internal administration purpose
*2. Residential housing loans + other consumer loans, Figures are for internal administration purpose
*3. Average balance : rate of change *4. Corporate banking business unit (excluding apartment loans) + public corporation, etc.

Term-End Balance of Loans and Deposits

Total of Group Banks

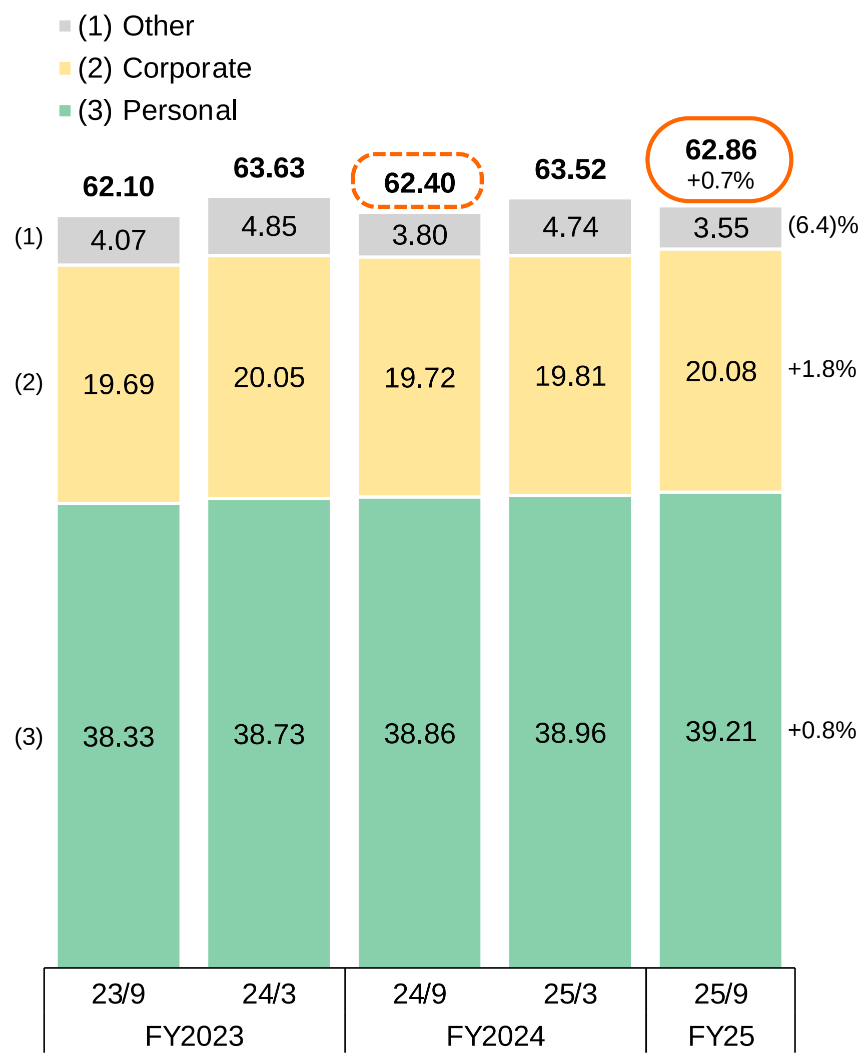
Term-end loan balance

〔JPY tn, % represents YoY change〕



Term-end deposit balance

〔JPY tn, % represents YoY change〕

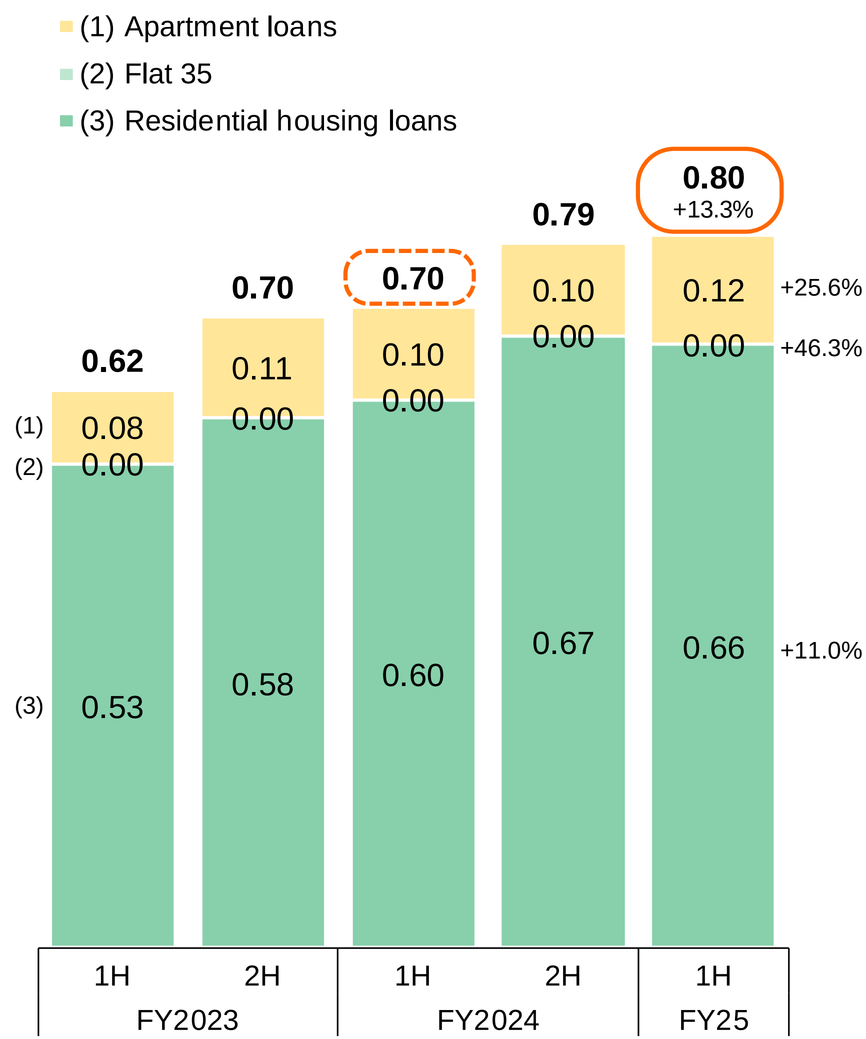


Housing Loan Business

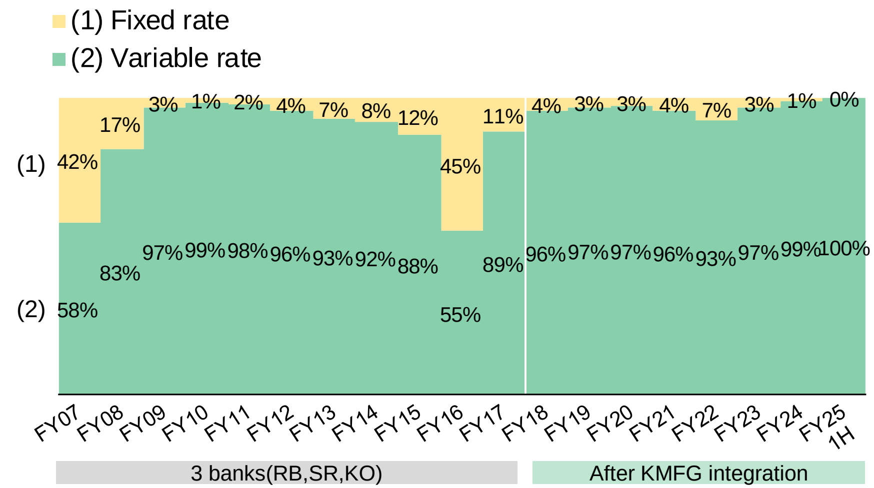
Total of Group Banks

New housing loan origination

〔 JPY tn, % represents YoY change 〕

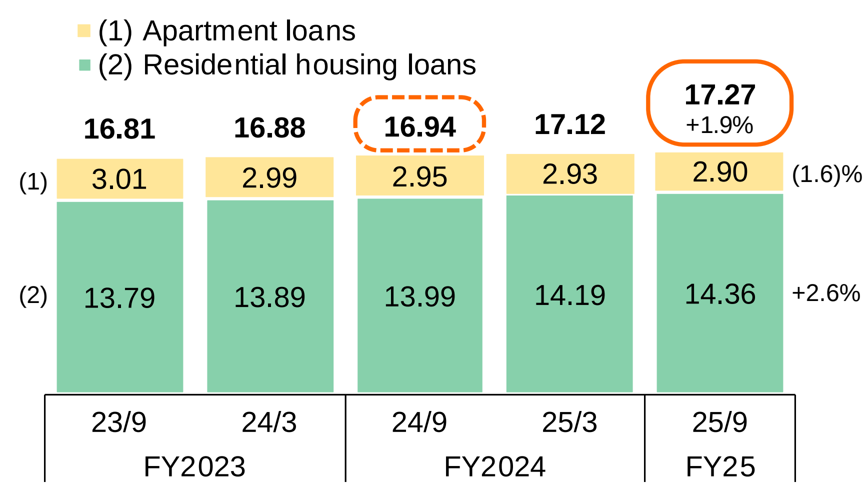


Composition of newly originated residential housing loans by interest rate type



Term-end housing loan balance

〔 JPY tn, % represents YoY change 〕

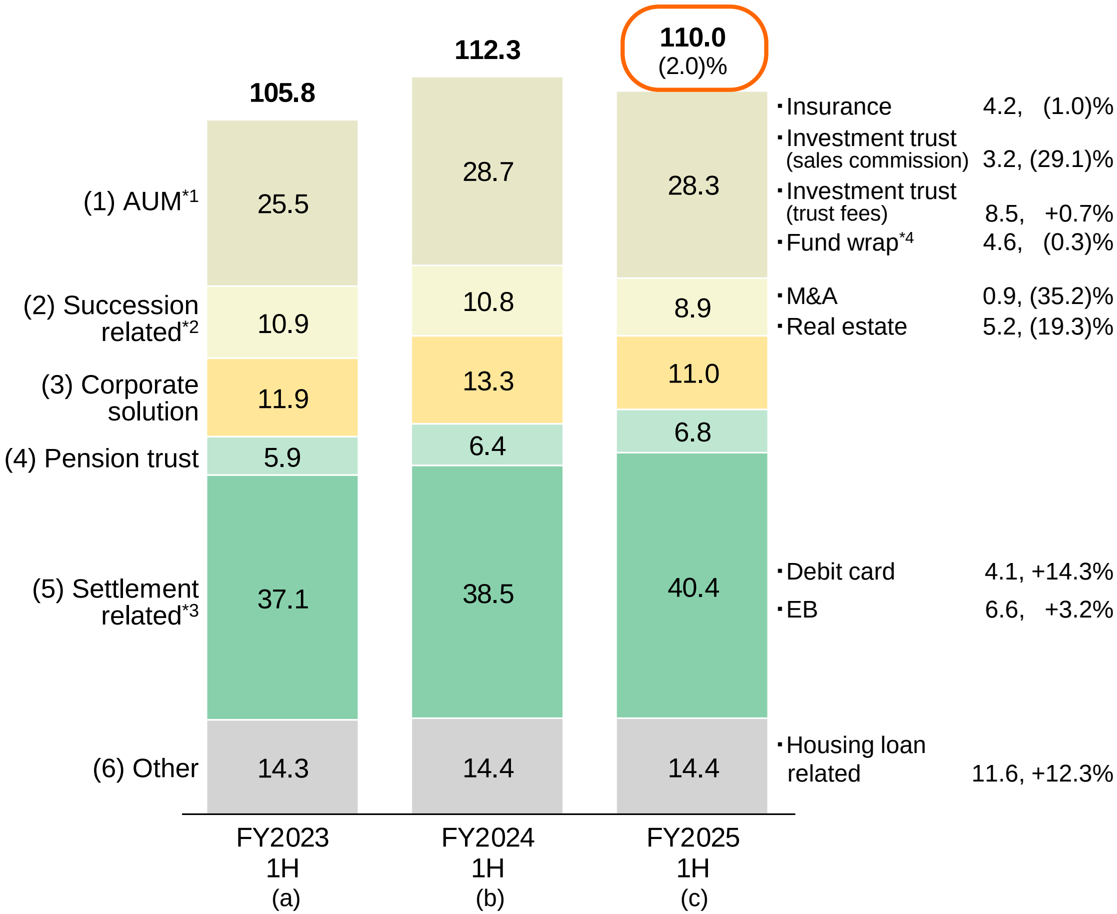


Fee Income

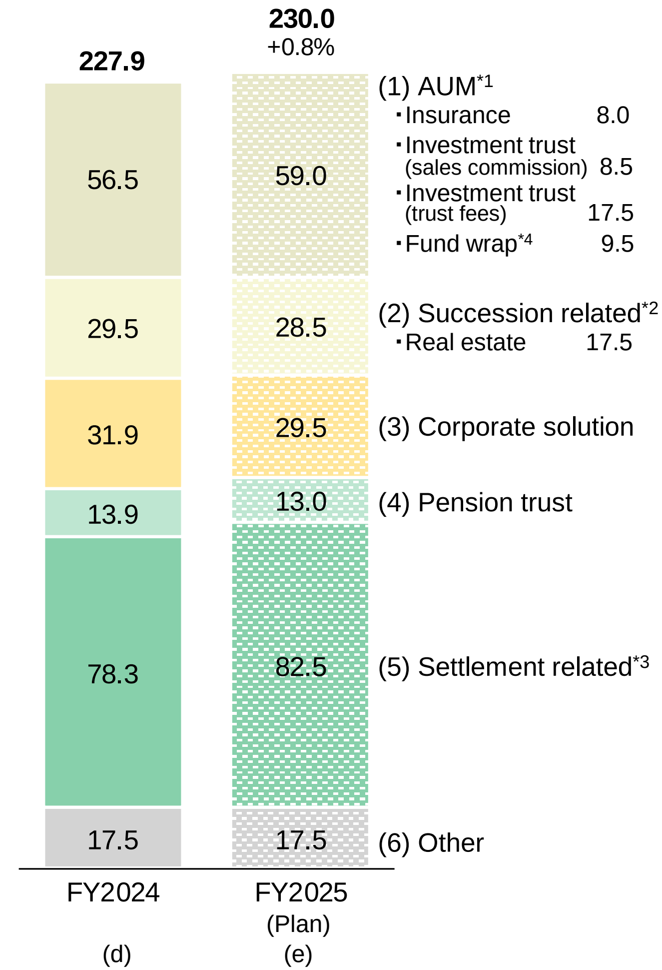
HD Consolidated

- **Progress rate against the plan (JPY230.0 bn) : 47.8%**
- **Settlement related : Up JPY1.9 bn, YoY   Corporate solution : Down JPY2.3 bn, YoY   Succession related : Down JPY1.8 bn, YoY**

JPY bn, % represents YoY change



[FY results and plan]

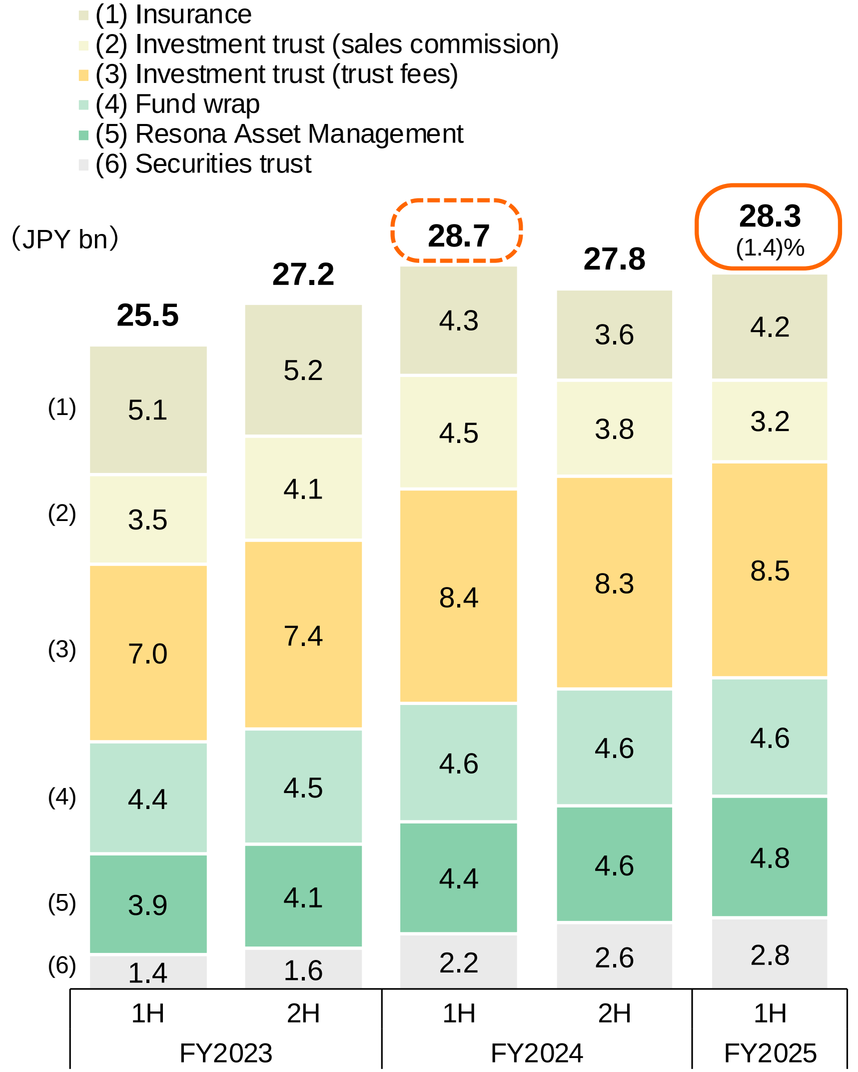


*1. Insurance and investment trust (sales commission and trust fees), fund wrap, securities trust and fee income earned by Resona Asset Management
*2. Asset and business succession related trust, real estate and M&A income *3. Fees and commission from domestic exchange, account transfer, EB, debit card,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

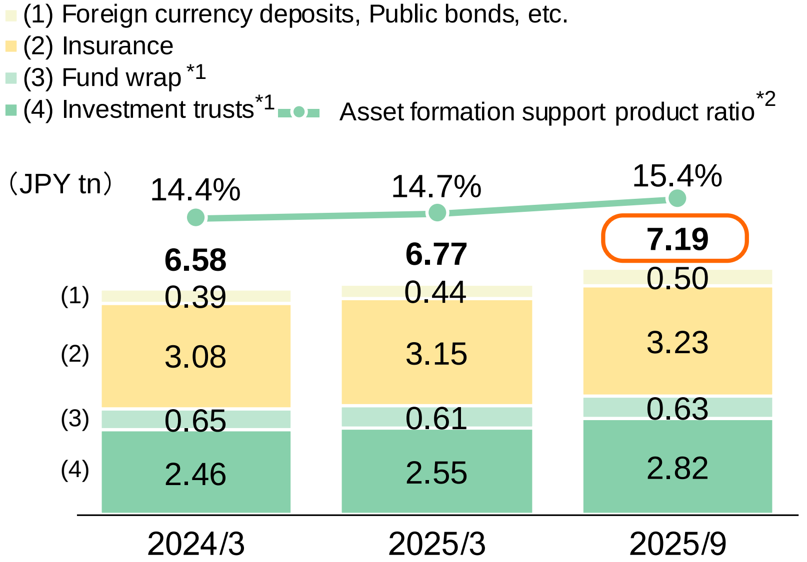
Major Fee Businesses (1) (AUM)

HD Consolidated

AUM income



Balance of asset formation support products sold to individuals

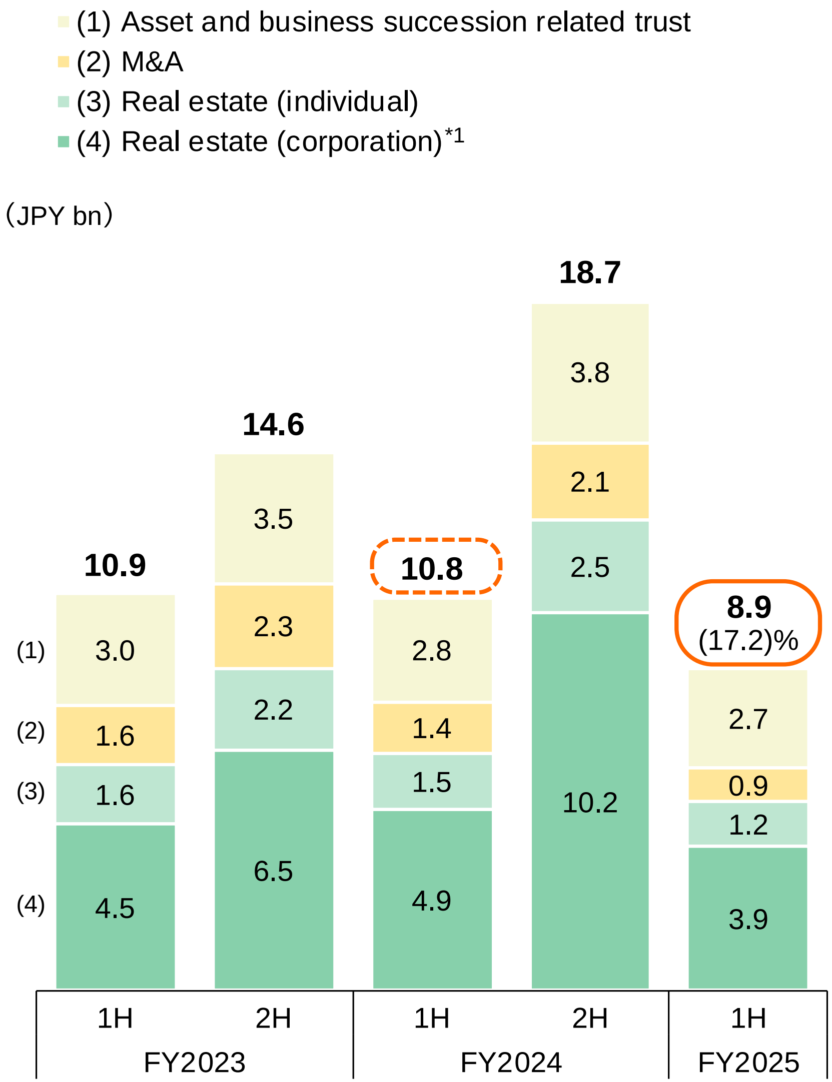


- **Balance of fund wrap*1,3: Sep. 2025 JPY823.3 bn, +5.0%, YoY**
  Of which, external group JPY130.7 bn
- **Change in balance of investment trust and fund wrap :**
  1H of FY25 Approx. +JPY286.0 bn
  - Net inflow (new purchase – withdrawal and redemption): Approx. JPY(27.0) bn
- **Number of individual customers having investment trust, fund wrap and insurance products :**
  Sep. 2025 1,011 thousands, (10) thousands, YoY
  - Of which, NISA account holders*4: 468 thousands, +3.1%, YoY
- **iDeCo participants*5: Sep. 2025 211 thousands, +6.7%, YoY**
- **Securities trust (total assets in custody) : Sep. 2025 JPY52.3 tn**

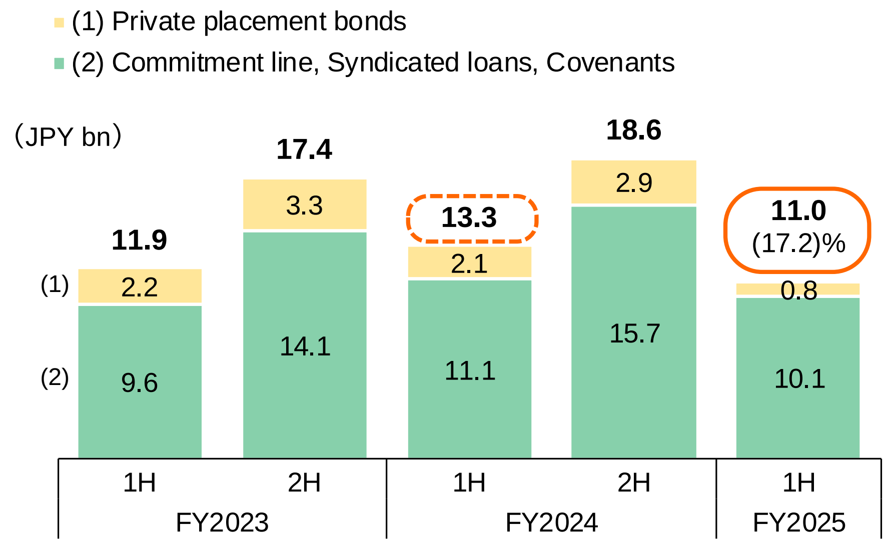
*1. Based on market value *2. Balance of asset formation support products sold to individuals / (balance of asset formation support products sold to individuals and yen deposits held by individuals) *3. Including corporation and external group *4. NISA, Junior NISA, Cumulative NISA
*5. iDeCo participants + members giving investment instructions

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

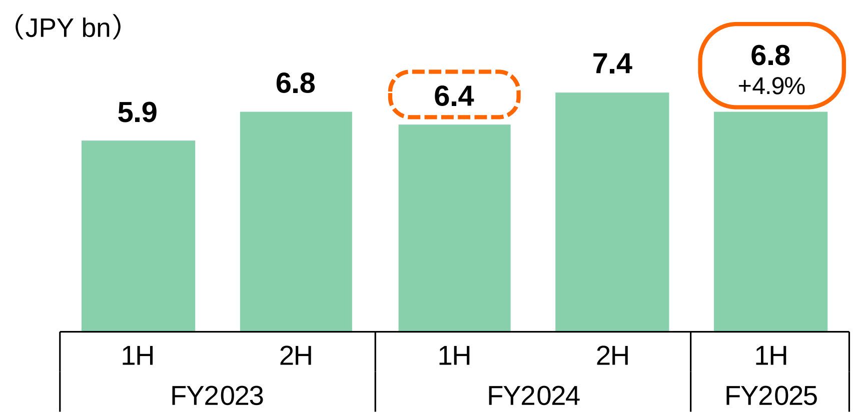
Succession related income



Corporate solutions business income



Pension trust income



*1. Excluding gains from investments in real estate funds

Credit Costs and NPL

Credit costs

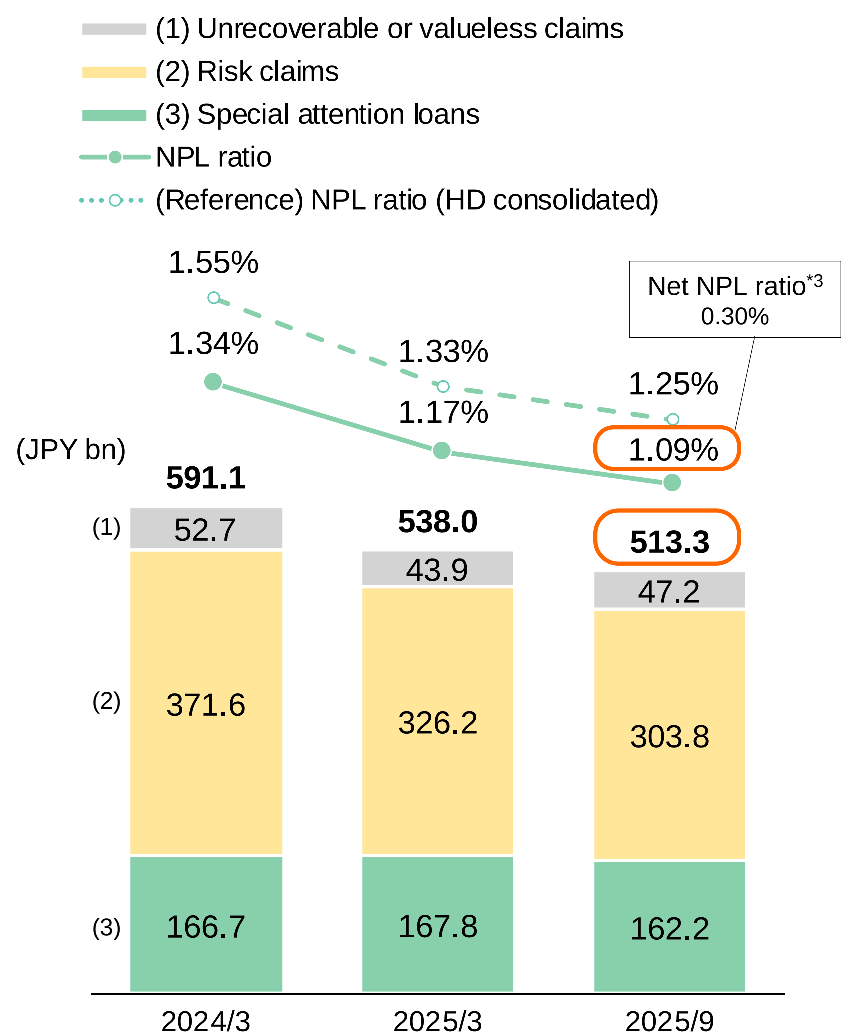
(JPY bn)		FY2023 (a)	FY2024 1H (b)	FY2024 (c)	FY2025 1H (d)	FY2025 Plan (e)
HD consolidated	(1)	(35.6)	(6.8)	(11.5)	(3.5)	(39.0)
Total of group banks	(2)	(29.6)	(7.6)	(10.2)	(3.1)	(37.5)
General reserve	(3)	(1.4)	2.2	(0.7)	3.4	
Specific reserve and other items	(4)	(28.1)	(9.8)	(9.4)	(6.6)	
New bankruptcy, downward migration	(5)	(40.8)	(32.3)	(49.5)	(12.7)	
Collection/ upward migration and other items	(6)	12.7	22.5	40.1	6.1	
Difference (1) - (2)	(7)	(6.0)	0.8	(1.3)	(0.3)	(1.5)
Of which, housing loan guarantee subsidiaries	(8)	2.5	1.4	1.7	0.3	
Of which, Resona Card	(9)	(2.0)	(0.9)	(1.9)	(1.0)	

<Credit cost ratio> (bps)

HD consolidated[*1]	(10)	(8.4)	(3.1)	(2.6)	(1.5)	(8.4)
Total of group banks[*2]	(11)	(6.8)	(3.4)	(2.2)	(1.3)	(8.0)

(Note) Positive figures represent reversal gains

NPL balance and ratio (Total of group banks)

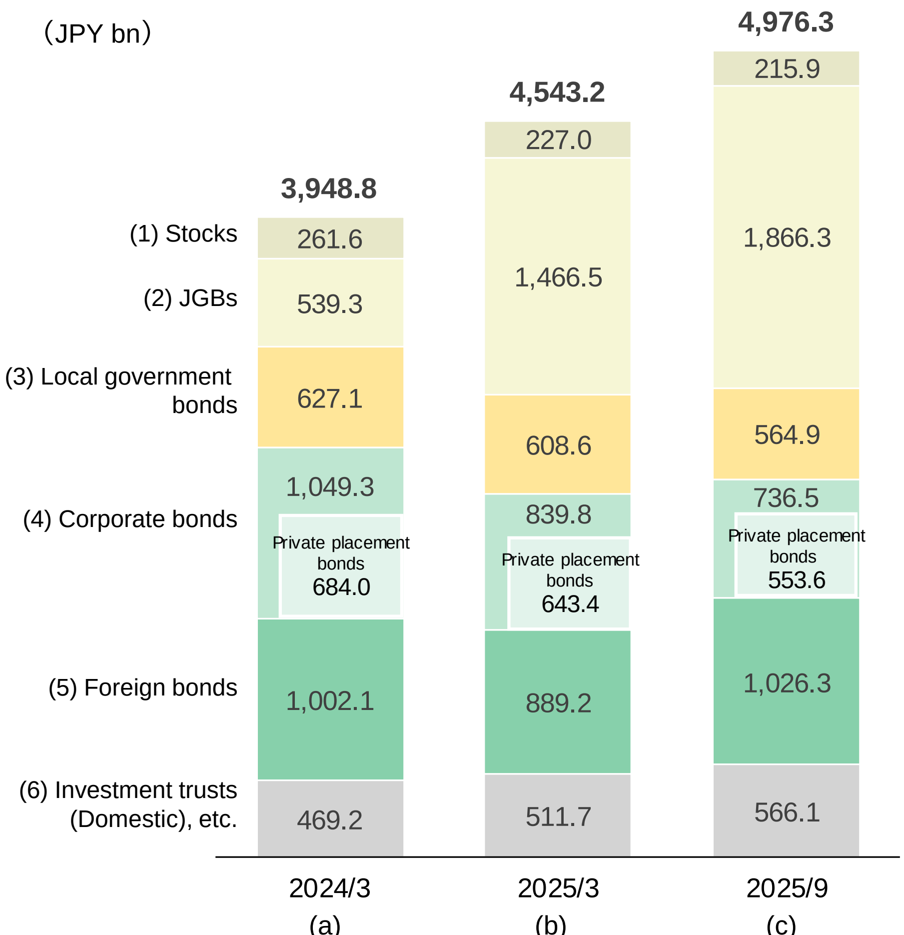


*1. Credit costs / (Loans and bills discounted + acceptances and guarantees), (Simple average of the balances at the beginning and end of the term)
*2. Credit costs / Total credits defined under the Financial Reconstruction Act , (Simple average of the balances at the beginning and end of the term)
*3. Net of collateral, guarantees and loan loss reserves

Securities Portfolio

Total of Group Banks

Balance of available-for-sale securities*1



[Reference]

	2024/3 (a)	2025/3 (b)	2025/9 (c)
Bonds held to maturity	4,609.2	5,094.2	5,389.8
Of which, JGBs	2,737.0	3,130.9	3,348.1

Net unrealized gains of available-for-sale securities*1

(JPY bn, before hedging)		2024/3 (a)	2025/3 (b)	2025/9 (c)
Available-for-sale securities	(1)	663.3	476.0	589.6
Stocks	(2)	768.7	620.6	695.9
JGBs	(3)	(39.7)	(83.2)	(99.8)
After hedging	(4)	(29.2)	(58.2)	(63.7)
Local government bonds	(5)	(9.8)	(23.4)	(22.5)
Corporate bonds	(6)	(16.1)	(14.6)	(17.2)
Foreign bonds	(7)	(38.0)	(16.1)	(11.2)
Investment trusts (Domestic), etc.	(8)	(1.5)	(7.0)	44.6

Average duration / BPV of JGBs and foreign bonds*2

Average duration : years Basis point value (BPV) : JPY bn				2024/3 (a)	2025/3 (b)	2025/9 (c)
JGBs	Average duration	Before hedging	(1)	11.9	7.8	7.3
		After hedging	(2)	9.2	5.9	5.8
	BPV	Before hedging	(3)	(0.60)	(1.09)	(1.30)
		After hedging	(4)	(0.24)	(0.73)	(0.82)
Foreign bonds	Average duration		(5)	5.5	5.4	5.1
	BPV		(6)	(0.41)	(0.37)	(0.42)

*1. Acquisition cost basis. Stocks and others without a quoted market price and investments in partnerships are excluded
*2. Available-for-sale securities

Capital Adequacy Ratio

HD Consolidated

Capital adequacy ratio

			2025/9	Change from 25/3
CET1 ratio (International std.) (Excluding net unrealized gains on available-for-sale securities)	**Full enforcement**	**(1)**	**10.02%**	**(0.16)%**
(Reference) CET1 ratio (International std.)	Full enforcement	(2)	11.96%	+0.16%
	Transitional arrangements	(3)	14.78%	+0.18%
(Reference) CAR (Domestic std.)	Full enforcement	(4)	10.36%	(0.09)%
	Transitional arrangements	(5)	12.69%	(0.10)%

[International standard, the full enforcement]

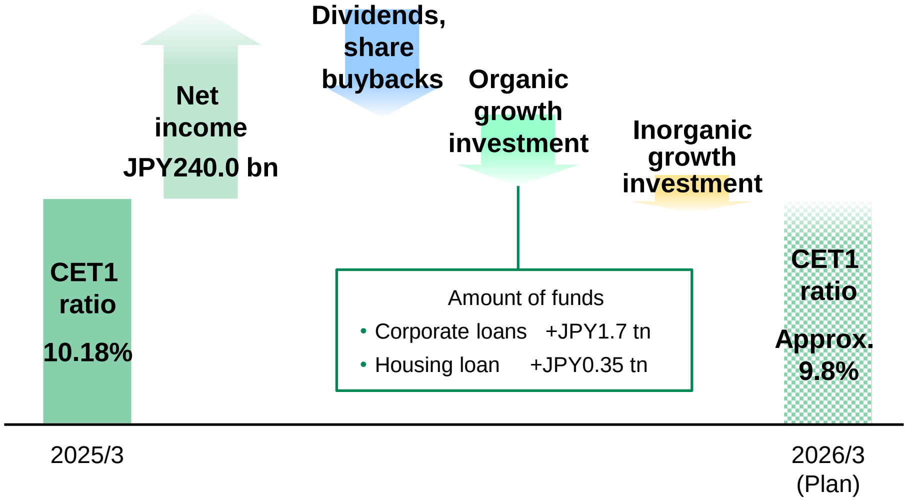
(JPY bn)			2025/9	Change from 25/3
Common Equity Tier1 capital (Excluding net unrealized gains on available-for-sale securities)	[(7) - (9)]	(6)	**2,294.9**	**+20.3**
Common Equity Tier1 capital		(7)	**2,739.3**	**+103.0**
Stockholders' equity		(8)	2,401.9	+80.5
Net unrealized gains on available-for-sale securities		(9)	444.4	+82.6
Regulatory adjustments		(10)	(114.3)	(47.7)
Risk weighted assets (Full enforcement)*1		(11)	**22,900.6**	**+558.7**
Credit risk		(12)	18,176.3	+461.2
Market risk		(13)	243.7	+19.8
Operational risk		(14)	936.2	+40.7
Floor adjustment		(15)	3,544.2	+36.9

Main factors for changes in CET1 ratio in 1H of FY25

- **Stockholders' equity (8)** **+JPY80.5 bn**
  - Net income attributable to owners of parent +JPY142.8 bn
  - Share buyback (completed in 1H of FY25) JPY(30.0) bn
  - Interim dividends distributed JPY(33.1) bn
- **Risk weighted assets (full enforcement) (11)** **+JPY558.7 bn**
  - Increasing loan balance +JPY292.5 bn

Factors for changes in CET1 ratio in FY25

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



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

Earnings Targets for FY2025 (Released in May 2025)

HD Consolidated
Total of Group Banks

HD consolidated

(JPY bn)		Full-year	YoY change
Net income attributable to owners of parent	(1)	240.0	+26.7
Core net operating profit (excluding net gains on cancellation of investment trusts)*1	(2)	335.0	+46.5
Core income*2	(3)	186.0	+15.1

DPS

		DPS	YoY change
Full-year dividend (forecast)	(4)	29.0 yen	+4.0 yen
Interim dividend	(5)	14.5 yen	+3.0 yen

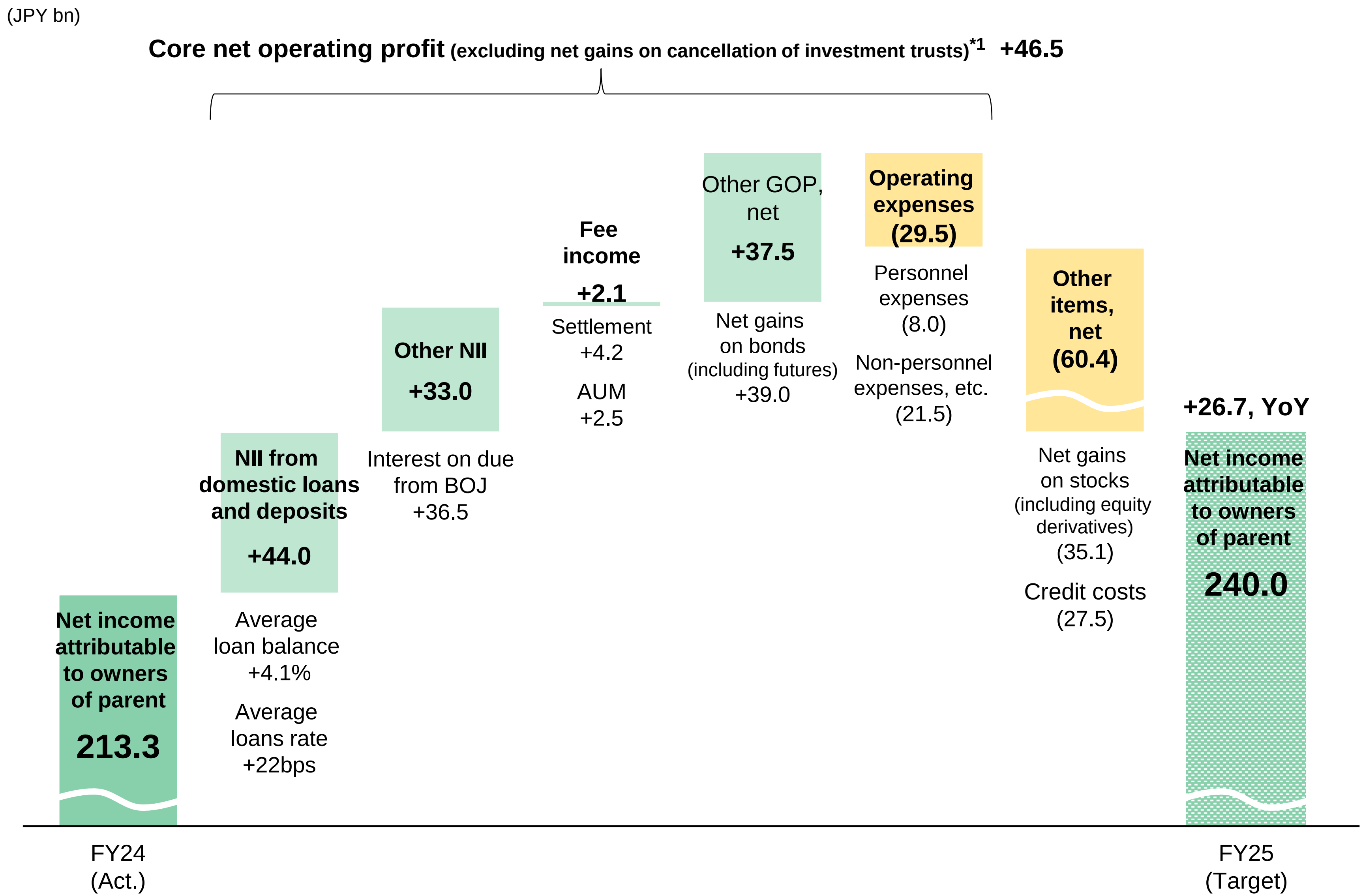
Total of group banks / Each group bank (non-consolidated basis)

(JPY bn)		Total of group banks		RB		SR		KMB		MB	
		Full-year	YoY change	Full-year	YoY change	Full-year	YoY change	Full-year	YoY change	Full-year	YoY change
Gross operating profit	(6)	734.5	+112.0	439.5	+71.7	143.5	+19.2	103.0	+16.8	48.5	+4.5
Operating expenses	(7)	(430.5)	(23.7)	(241.0)	(12.0)	(86.0)	(5.9)	(67.5)	(4.2)	(36.0)	(1.7)
Actual net operating profit	(8)	304.0	+88.4	198.5	+59.7	57.5	+13.3	35.5	+12.7	12.5	+2.8
Net gains on stocks (including equity derivatives)	(9)	52.0	(36.2)	43.0	(19.9)	5.0	(7.2)	0.5	(0.5)	3.5	(8.5)
Credit costs	(10)	(37.5)	(27.3)	(24.0)	(17.0)	(5.5)	(3.7)	(5.0)	(4.9)	(3.0)	(1.9)
Income before income taxes	(11)	313.5	+47.4	218.0	+34.7	55.0	+5.7	29.0	+5.3	11.5	+1.8
Net income	(12)	223.0	+28.0	155.0	+22.7	38.5	+3.0	21.5	+1.9	8.0	+0.7

*1. Actual net operating profit – Net gains on cancellation of investment trusts - Net gains on bonds(spot)
*2. Net interest income from domestic loans and deposits + Interest on yen bonds, etc. + Fee income + Operating expenses

Rationale for FY2025 Earnings Targets (YoY change) (Released in May 2025)

HD Consolidated

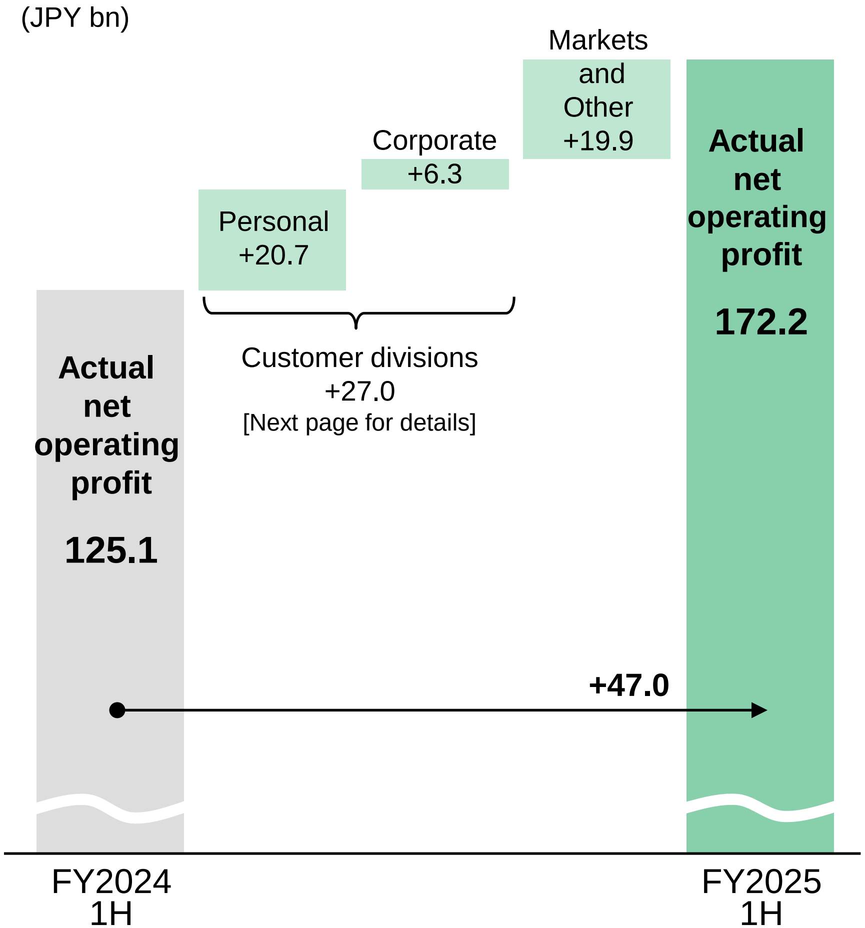


*1. Actual net operating profit - Net gains on cancellation of investment trusts - Net gains on bonds(spot)

Outline of Financial Results of Each Segment

HD Consolidated

(JPY bn)			FY2025 1H	YoY Change
Customer divisions	Gross operating profit	(1)	434.2	+34.7
	Operating expenses	(2)	(227.9)	(7.4)
	Actual net operating profit	(3)	206.3	+27.0
Personal banking	Gross operating profit	(4)	202.3	+22.8
	Operating expenses	(5)	(116.5)	(2.1)
	Actual net operating profit	(6)	85.8	+20.7
Corporate banking	Gross operating profit	(7)	231.8	+11.8
	Operating expenses	(8)	(111.4)	(5.3)
	Actual net operating profit	(9)	120.5	+6.3
Markets and other	Gross operating profit	(10)	(32.9)	+21.0
	Operating expenses	(11)	(1.2)	(1.0)
	Actual net operating profit	(12)	(34.0)	+19.9
Total	Gross operating profit	(13)	401.2	+55.7
	Operating expenses	(14)	(229.2)	(8.5)
	Actual net operating profit	(15)	172.2	+47.0



Definition of management accounting

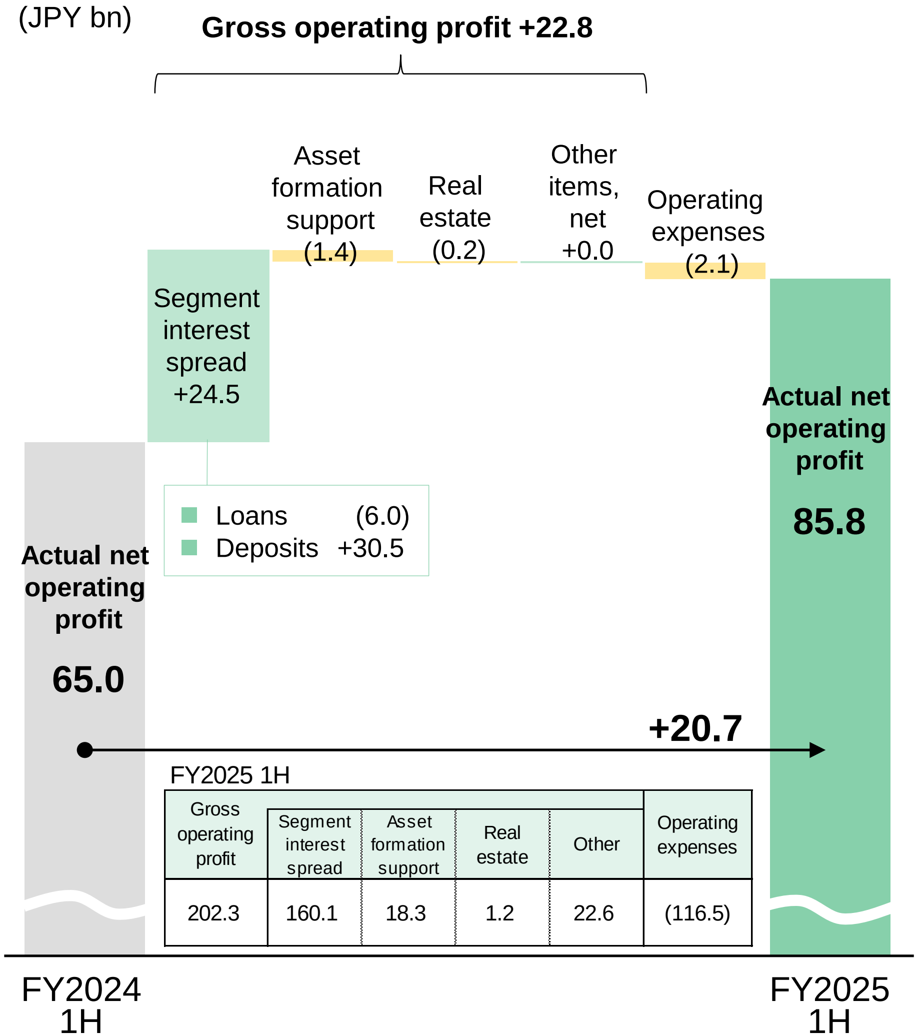
Gross operating profit of “Markets” segment includes a part of net gains/losses on stocks.

Outline of Financial Results of Customer Divisions

HD Consolidated

Personal banking segment

■ **Actual net operating profit : Up JPY20.7 bn, YoY**

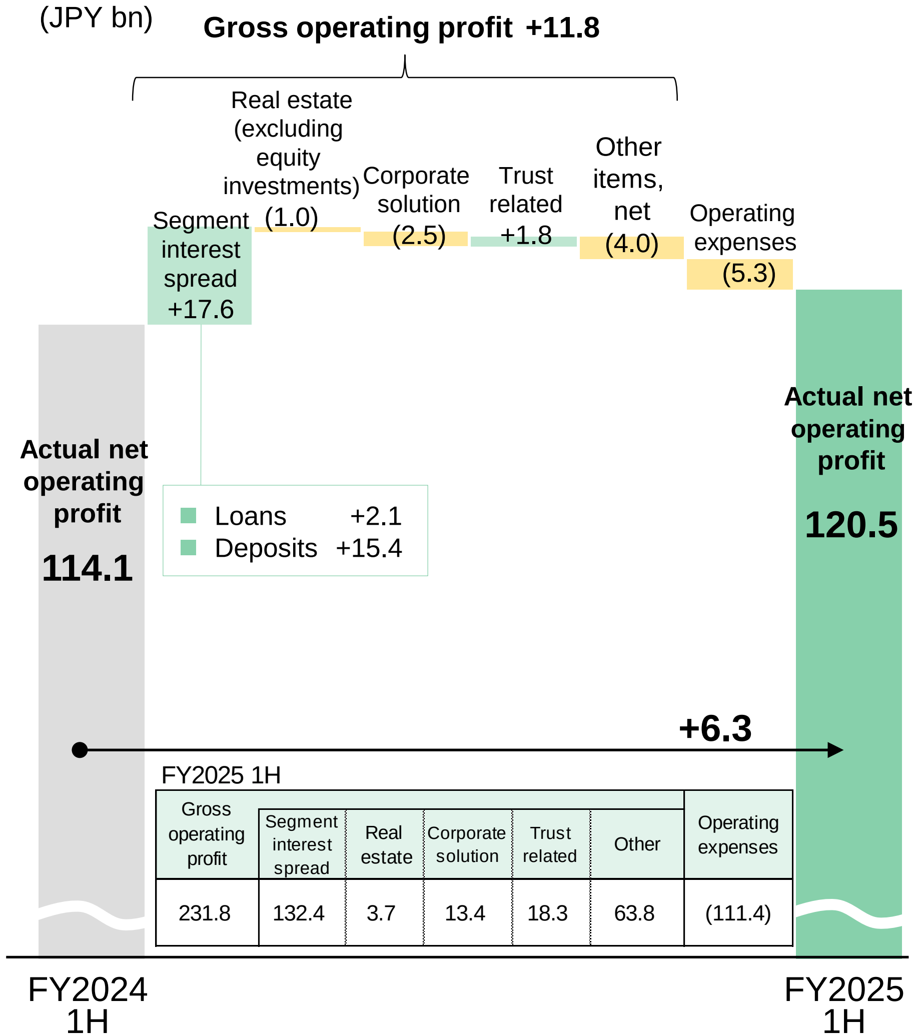


FY2025 1H

Gross operating profit	Segment interest spread	Asset formation support	Real estate	Other	Operating expenses
202.3	160.1	18.3	1.2	22.6	(116.5)

Corporate banking segment

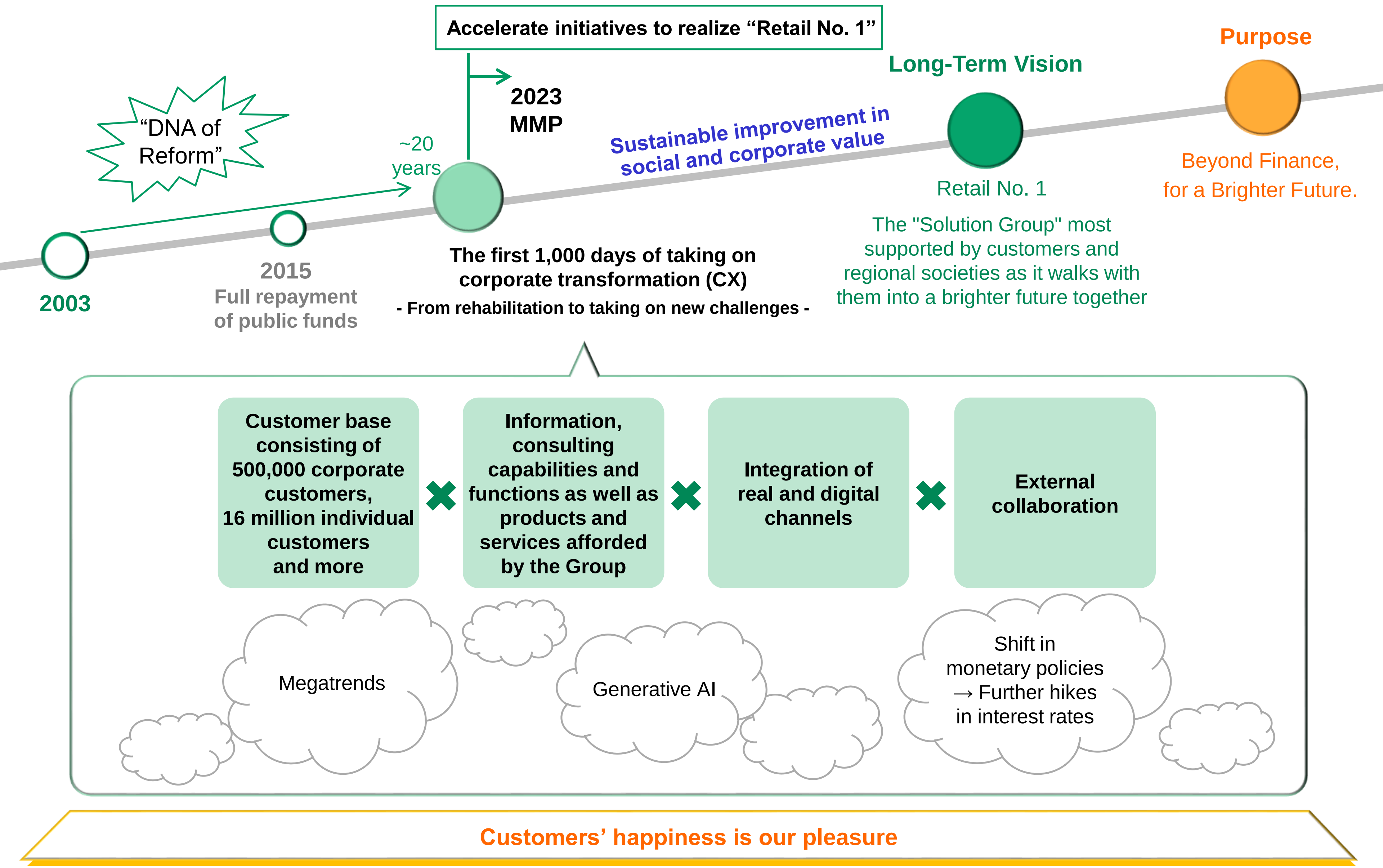
■ **Actual net operating profit : Up JPY6.3 bn, YoY**



FY2025 1H

Gross operating profit	Segment interest spread	Real estate	Corporate solution	Trust related	Other	Operating expenses
231.8	132.4	3.7	13.4	18.3	63.8	(111.4)

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**

Further Development and New Challenges

- Strengthening our consulting capabilities in terms of both quality and quantity
- Leverage the combined capabilities offered by all Resona Group companies (customer bases and service functions)
- Utilizing technologies and data

Co-creation and Expansion of Value

- Expanding customer bases, management resources and functions
  - ✓ Financial digital platform
  - ✓ Inorganic investment

	<Value to be delivered>	<Areas of business focus>
Ever more diverse issues confronting our customers require ever more sophisticated solutions	Circulation of businesses and assets Facilitation Transition of social structure	• SME loans • Business and asset succession • Cashless and DX • Asset formation support • Corporate pensions • Housing loans

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

- **In FY24, net income attributable to owners of parent was 29.2% in excess of our initial target. This was thanks to our business development efforts leveraging the two income sources amid the trend toward the normalization of monetary policies. We have thus achieved our target for this indicator as well as our ROE target (9.3% in FY24 act.; based on total stockholders' equity), one year ahead of the MMP schedule.**
- **Made progress in capital utilization while maintaining our CET1 ratio at a flat level on par with the MMP target**

	FY22	FY23	FY24	FY25 (Plan)
Net income attributable to owners of parent (JPY bn)	160.4 150.0 Initial plan	158.9 150.0 MMP	213.3 155.0 MMP	240.0 170.0 MMP
Consolidated core income[*1] (JPY bn)	163.6	161.2 150.0 MMP	175.7 153.0 MMP	186.0 180.0 MMP
OHR	67.4%	66.3%	64.2%	Lower half of 60% range MMP Approx. 59%

	FY22	FY23	FY24	FY25 (Plan)
ROE[*2] (stockholders' equity)	7.6%	7.2%	9.3%	10.0% 8% MMP
CET1 ratio[*3]	10%	9.9%	10.1%	Approx. 10% 10% level MMP
Total shareholder return ratio	40.6%	48.2%	45.8%	Approx. 50% 50% level MMP
ESG index selected by GPIF (domestic stock)[*4]	Adopted for all indices	Adopted for all indices	Adopted for all indices	Adopted for all indices

*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 operating expenses of Resona Leasing) *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 NIHONKABU 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

Housing Loan Business

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

RORA = **Net income** / **RWA**

Net income	**Upsides of interest rate hikes**	**Proportion of balance with variable interest rate:** 95% **Margins :** FY25 (Revised plan) 1.15%, **+0.24%**, YoY
	Multifaceted transactions originating from housing loans	**Average number of products in transaction** **Approx. 1.6 times*1 that of no housing loan customer**
	Cost competitiveness and room for further cost reductions	✓ **Economies of scale** ✓ **Web-based, end-to-end transactions help improve clerical work efficiency**
RWA	**High quality assets with low risk weight (RW)**	RW **12.64%*2** / **Long-term, secured loans**
	Resilience against interest rate hikes	The final subrogation payment ratio*3 **(0.01)%** / **Substantial stress to screening interest rates**

■ Volume of housing loans extended hit a record high in terms of 1H results

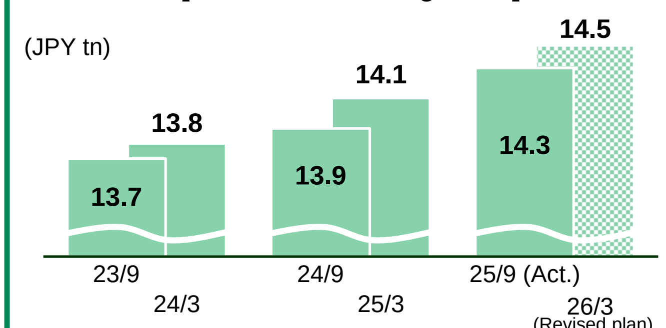
New origination	1H FY23	1H FY24	1H FY25
	JPY0.53 tn	JPY0.60 tn	JPY0.66 tn (+11.0%, YoY)

- Changes in our competitive advantage and the competitive environment amid the comeback of the world with interest rates
- Advantages backed by the provision of differentiating products and services
  - ➢ Offering home relocation plans, providing a diverse lineup of group credit life insurance products, upwardly revising lending limits, etc.
  - ➢ Web-based, end-to-end procedures*4 for loans, ranging from application to the process of extension
- Interest rate setting via sophisticated risk-weighted pricing

Balance of housing loans

No.1 in Japan (Mar. 31, 2025)

[Balance of housing loans]



*1. Comparison with potential II and III (as of Sep. 30, 2025, RB+SR+KMB) *2. HD consolidated, as of Mar. 31, 2025, non-default

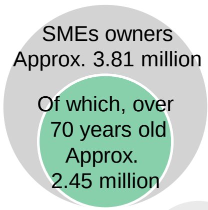
*3. 1H of FY25, housing loans guarantee subsidiaries' subrogation ratio x (1-collection after subrogation), residential housing loans + apartment loans *4. RB+SR

Succession Business

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

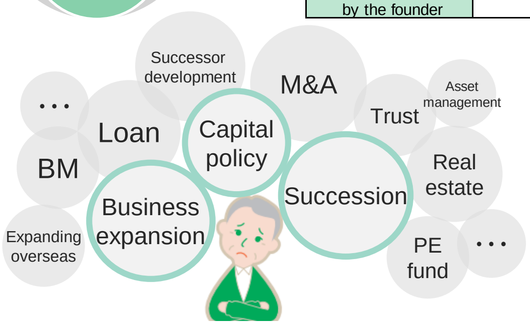
- **Help many business owners resolve diverse issues they are now confronting by providing them with "running partner"-type support over the medium to long term as well as one-stop solutions backed by our strength as a commercial bank equipped with full-line trust banking capabilities**

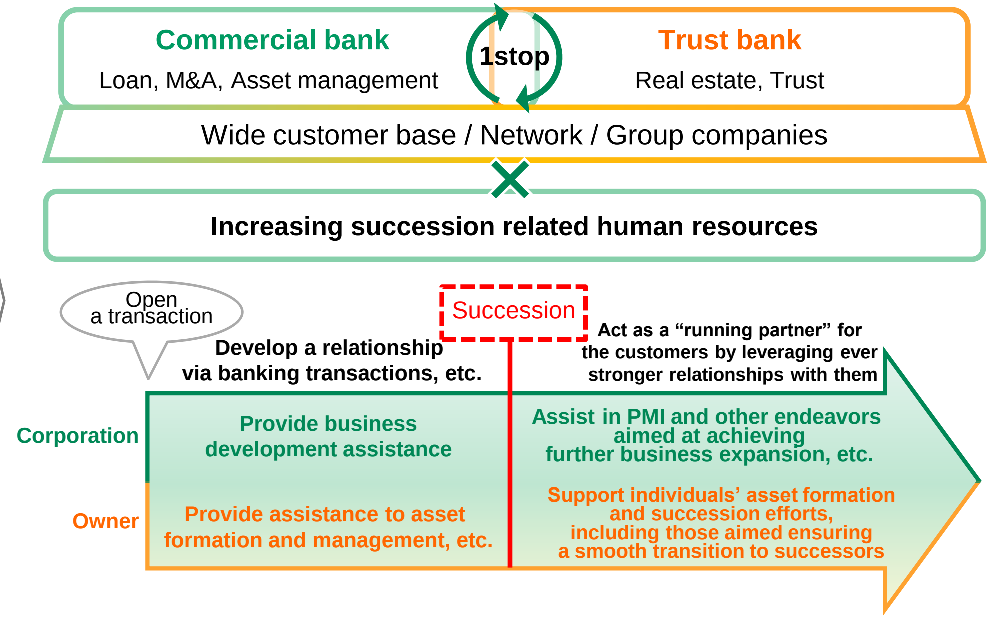
[Number of SMEs owners[*1]]



[Appointment of business successors by source[*2]]

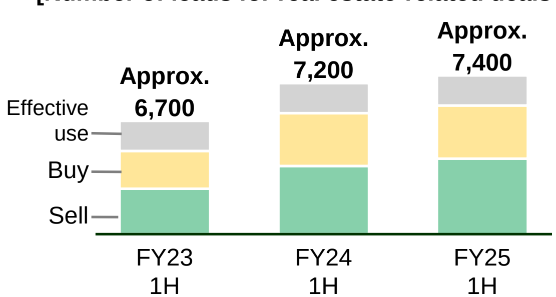
Internal promotion	36.4%
Taken over by a family member	32.2%
M&A, etc.	20.5%
Appointed an external individual	7.5%
Ongoing management by the founder	3.4%



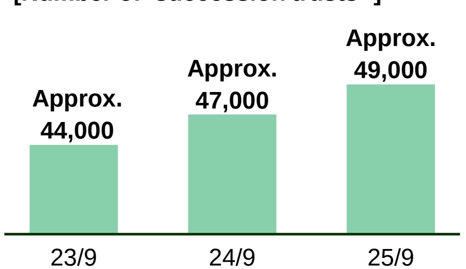


- **The pipeline is steadily increasing**

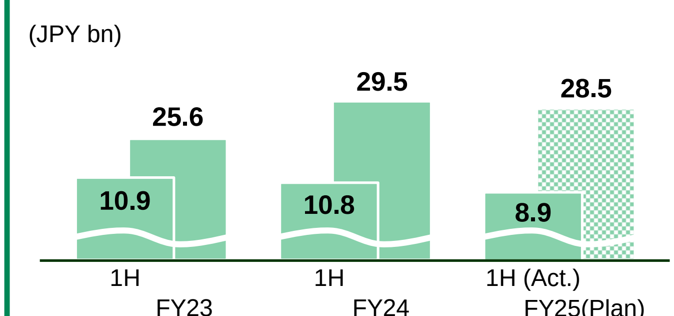
[Number of leads for real estate-related deals[*3]]



[Number of succession trusts[*4]]



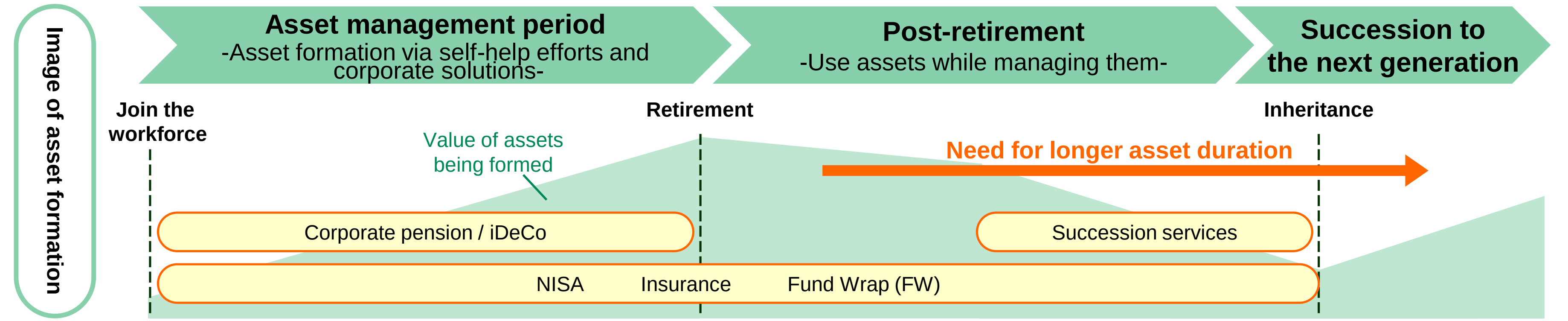
[Succession related income]



*1. The Comprehensive Package of Measures for Supporting SMEs In Business Succession to Third Parties formulated by the Small and Medium Enterprise Agency *2. TEIKOKU DATABANK (2024) *3. RB *4. Total of group banks

Asset Formation Support Business

Commercial bank × Trust bank × Asset management company
⇒ Assist customers in their efforts to manage assets in the era of centenarians

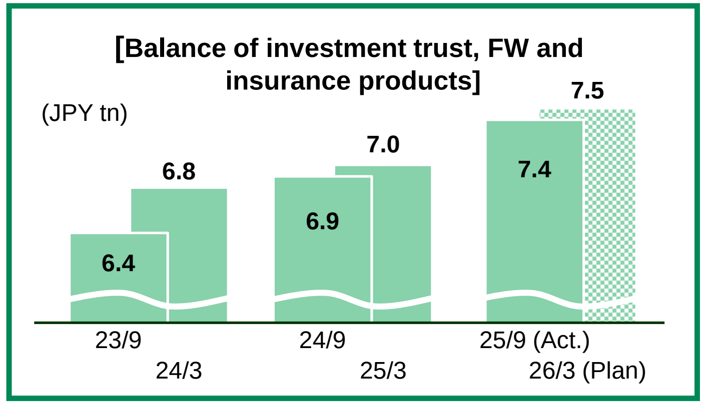


Commercial bank × Trust bank × Asset management company

■ **Acceleration of the "shift from savings to investment" in a world with interest rates**

- Provide seamless asset formation assistance in a way that accommodates evolving needs arising from varying life stages of customers
- Provide retail customers with access to asset management know-how accumulated through more than 60 years of corporate pension fund management
- Customer convenience delivered through both face-to-face and digital channels
- Conduct financial and economic education aimed at enhancing the general public's financial literacy (→p.39)

	Sep. 2023	Sep. 2025	What we aim to be
Trust-based AUM	**JPY9.7 tn**	**JPY11.1 tn**	FY2030 **JPY15.8 tn**
Resona AM AUM balance	**JPY48.7 tn**	**JPY59.2 tn**	FY2030 **Approx. JPY65 tn**



Cashless and DX Solution Business

Offer convenience for corporate transactions and household finance

[Cashless ratio / Amount handled[*1]]

[2016]		[2024]
20.0%	▶	42.8%
JPY60 tn		JPY141 tn

[Customer issues associated with corporate settlement]

- ✓ Total abolition of paper-based promissory notes and checks (end of FY26)
- ✓ Digitalization support

Deliver diverse solutions designed to meet customer needs associated with household finances and corporate transactions

Corporate

Corporate transaction

Earnings
Purchase
Expenses
・
・

Leverage the combined capabilities offered by all Resona Group companies

B2B | **Settle-ment** | **B2C**

Data

Co-creation with external partners

Individual

Household finance

Salary income
Consumption
Utility costs
・
・

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

Number of debit card issued

Sep. 2025 3.35 mil (+3.5%, YoY)

- Equipped as standard in the new individual deposit account

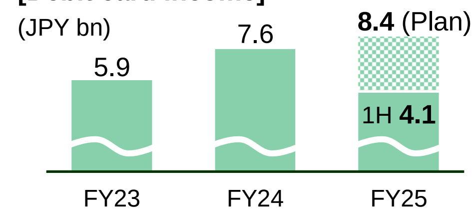
×

Frequency of use

- High affinity with Group App
- Premium cards with high added-value

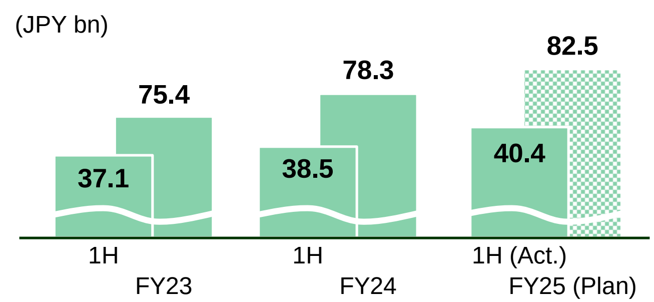
Growing needs for corporate settlement (expenses and purchase)

[Debit card income]



- The number of Premium Card users increased, contributing to the maintenance and expansion of our deposit base

[Settlement related income]



■ Value co-creation with strategic partners

- Business alliance with JCB in the corporate settlement field (Sep. 2024~)
- Expanded the lineup of settlement products through partnership with DG

Resona HD

- Financial Data
- Customer base
- Financial DPF

etc.

×

Strategic partners

Digital Garage

JCB Uniquely Yours

etc.

*1. Ministry of Economy, Trade and Industry (Mar. 2025)

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

Feb. 2018

App launched

<No. of banking App DL (inside the Group)>

Sep. 30, 2025
9.71 mil
(+1.24 mil, YoY)

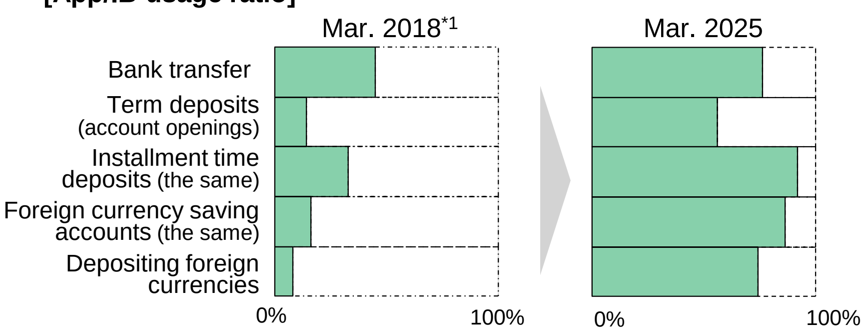
DX銘柄 Digital Transformation

Won prizes three times

2020, 2021 and 2023

Expand of digital shift in transactions
⇒ Contribute to the operational streamlining

[App/IB usage ratio]



Deploy Group tablets designed leveraging our know-how amassed in app development ⇒ Streamline branch-counter clerical work

Pursue convenience for customers
⇒ Secure deposits with strong retention
⇒ Further expand multilateral transactions

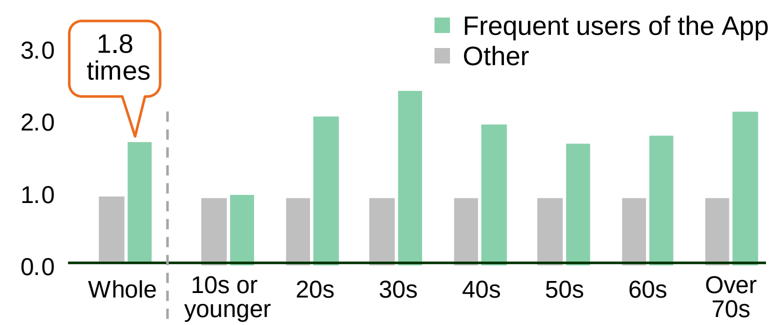
- Build UI via the incorporation of a thoroughly user-centric perspective
  [No. of updates: over 180 times, No. of items improved: over 1,300]
- App Store Rating：4.6
- Steadily enhance functions offered by the Group

[Cumulative total number of key functions added]

~Mar. 2019	~ Mar. 2021	~Sep. 2025
12	30	**53**

- Upgrading of advice distribution functions (increase in automatic distribution models: 5.3 times compared with Mar. 2020)
  - Example 1. Stimulate customer interest in housing loans: annual profit effect of JPY35 mil
  - Example 2. Ongoing customer management: roughly 10% reduction in the volume of paper direct mail posted
- High profitability throughout the ages
  - Debit card usage rate of frequent app users[*2] is 15.3 times higher[*3]

[Gross operating profit per person[*4]] (As of Mar. 2025)



*1. Bank transfer's figure is as of Mar. 2019 *2. Individuals who use app 3 times or more par month
*3. Comparison with other users *4. Gross operating profit per person (converted to annual amount). Indexing with "Other" as 1

Financial Digital Platform

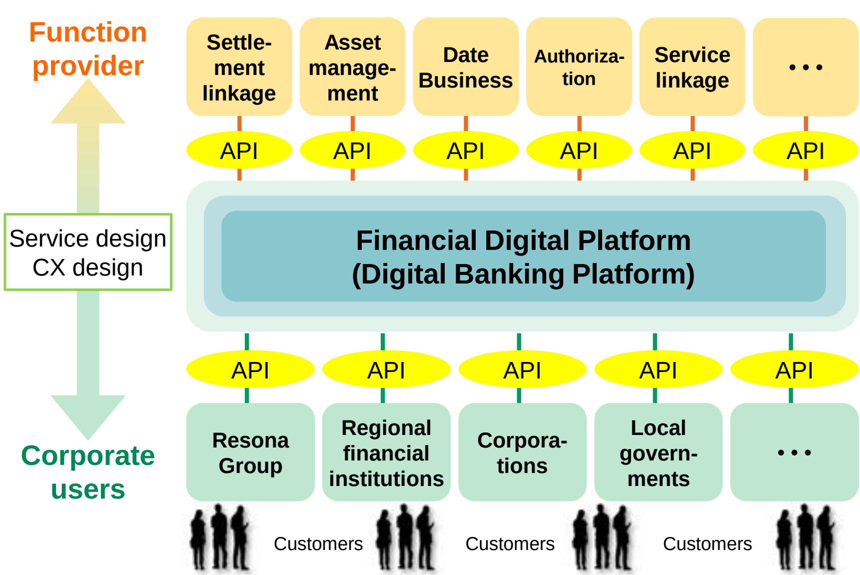
Co-creation through wide-ranging external collaboration that transcends the conventional framework

Financial Digital Platform -Vision-

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

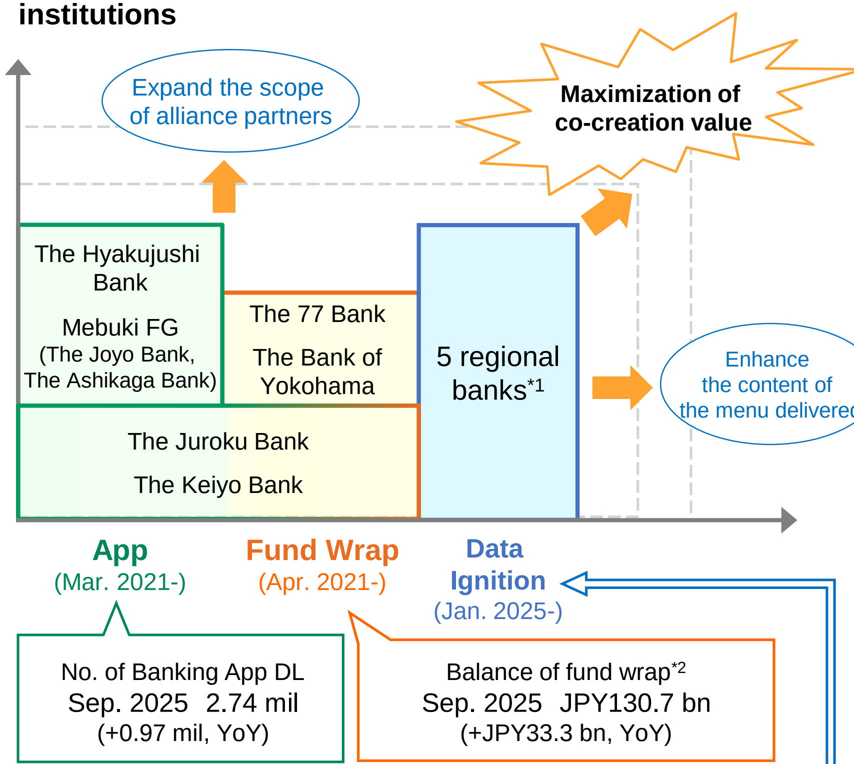
- Engage in co-creation with leading companies in the field of banking systems
  - Established FinBASE in tandem with IBM Japan and NTT DATA
  - Act in collaboration with the above two partners in the exploration of new participants and the pursuit of agile development, etc.

Deliver even more diverse functions



Invite an even broader range of corporations to become users

Roll out Resona Group solutions to regional financial institutions



- Jointly developed AI-driven banking operation assistance tool “Data Ignition” with BrainPad ⇒ This tool is used by five banks

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

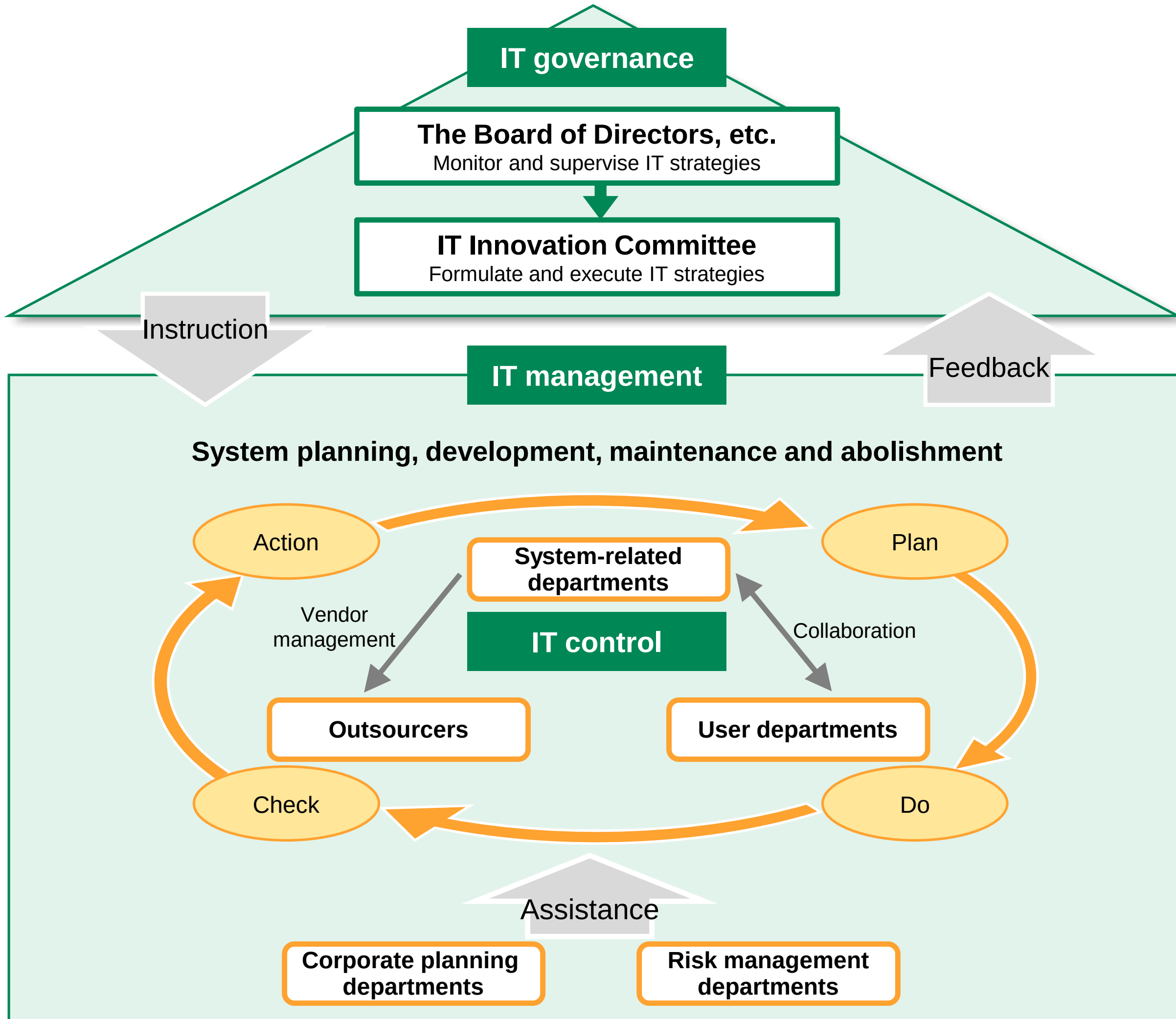
- Settlement: Digital Garage (→p12), JCB (Sep. 2024-)
- Data analysis: BrainPad (Feb. 2022-)

*1. The Shizuoka Bank, The Bank of Iwate, The Keiyo Bank, The San-in Godo Bank, The Juroku Bank *2. Including corporation

IT Governance

Generate corporate value through the coordination of IT and management strategy

■ **Realize the structural interlocking of IT governance, IT management and IT control functions**



- Develop a well-functioning organization
  - ➢ Established the IT Innovation Committee in 2017 as part of efforts to strengthen IT governance under the Board of Directors' leadership
    - Optimally allocate staff, funds and other resources by formulating a medium-term IT plan
    - Also formulate plans for investment and important projects

- Formulate processes and policies for IT-related investment
  - ➢ Greenlight projects based on their ROI
  - ➢ Ensure that strategic projects*1 account for around 60%
- Development and securing of IT-related human resources
  - ➢ Implement BA / EA*2 training programs to promote digitalization
- Step up shift to in-house development
  - ➢ Reorganized Resona Technologies to enhance our system development and IT governance capabilities
- Response to IT risks
  - ➢ Enhance staff's discernment in the face of system risks and the imminent need for cybersecurity measures
  - ➢ Strengthen countermeasures to third-party risks

*1. Including DX-related investment *2. Business Analyst / Enterprise Architect

Cybersecurity

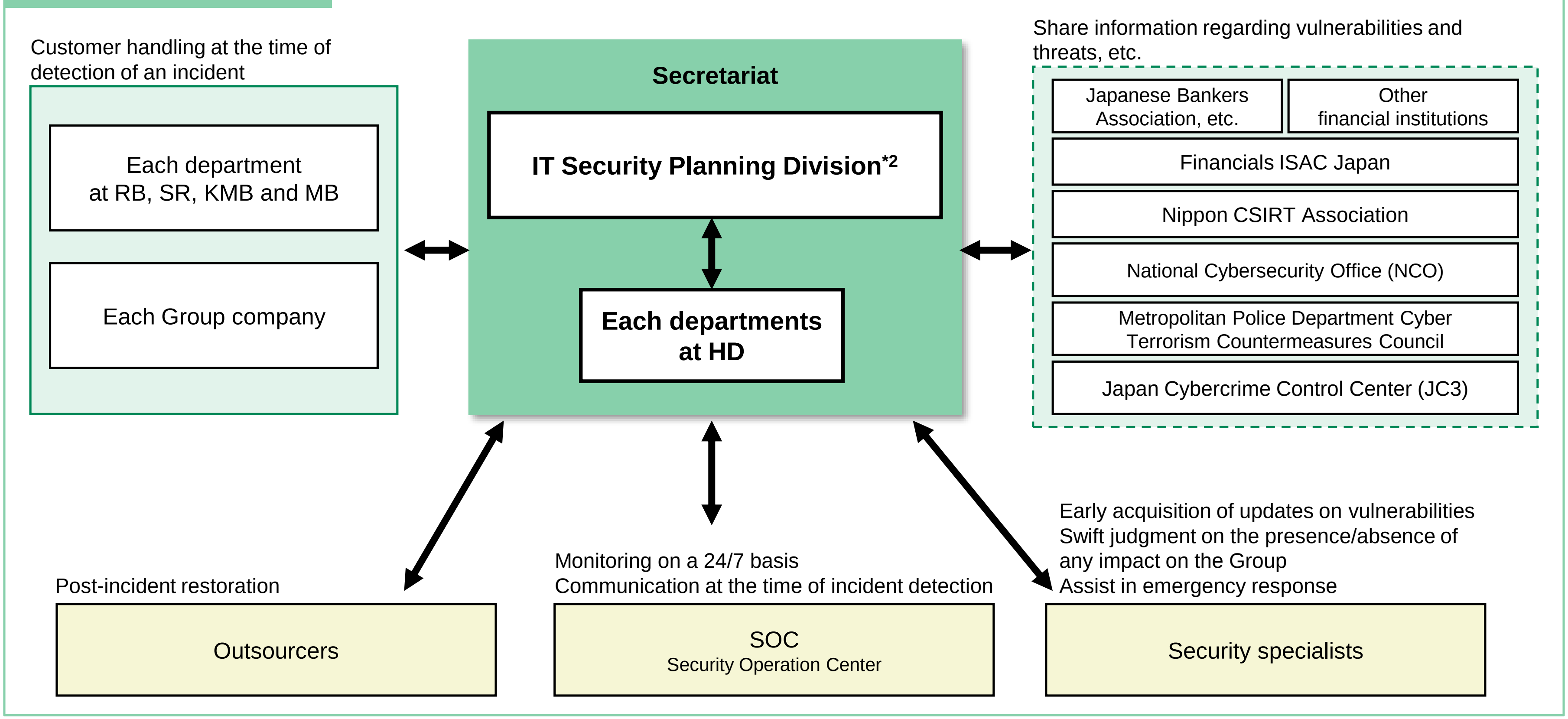
Constantly enhance our structure for countering cyberattacks, which are employing increasingly sophisticated and malicious methodologies

Mar. 2014 **Established Resona-CSIRT[*1], an organization tasked with swiftly resolving security incidents, such as those induced by cyberattacks**

Apr. 2019 **Established the Cybersecurity Promotion Office to strengthen our structure against increasingly sophisticated and malicious cyberattacks**

Apr. 2022 **Established the IT Security Planning Division to enhance and upgrade IT management and supervision via, for example, the introduction of controlling functions that increase emphasis on independent and objective input**

Overview of Resona-CSIRT



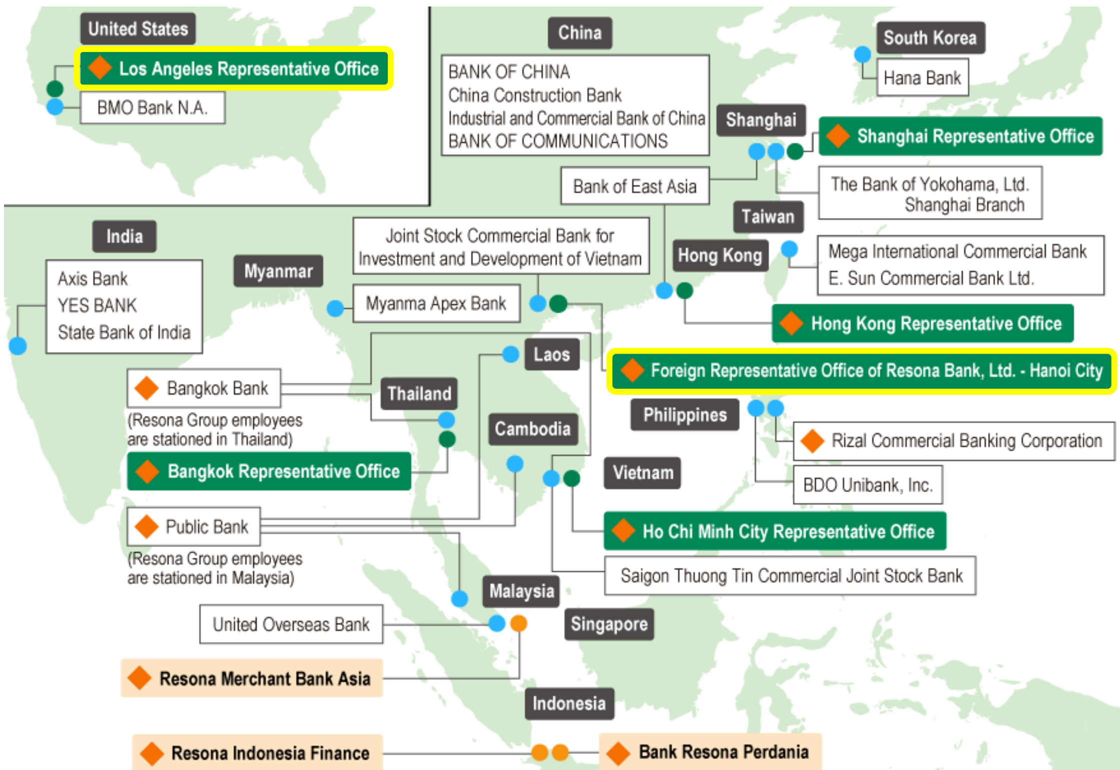
*1. Computer Security Incident Response Team *2. The Cyber Security Promotion Office had been serving as a secretariat until the end of FY2021

International Business

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

- **Resona Group employees stationed at 12 overseas bases to cover the entire Asia region and the U.S.**
- **Provide a wide range of consultations concerning overseas expansion, financing, etc.**

As of Sep. 30, 2025



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

- **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.
    - Establishment of a new Los Angeles Representative Office (Apr. 2025)
      - ✓ Establish a U.S.-base for the first time in 21 years
    - Establishment of a new Hanoi Representative Office (Aug. 2025)
      - ✓ Acting in coordination with Ho Chi Minh City Representative Office to develop businesses across the Northern and Southern Vietnam

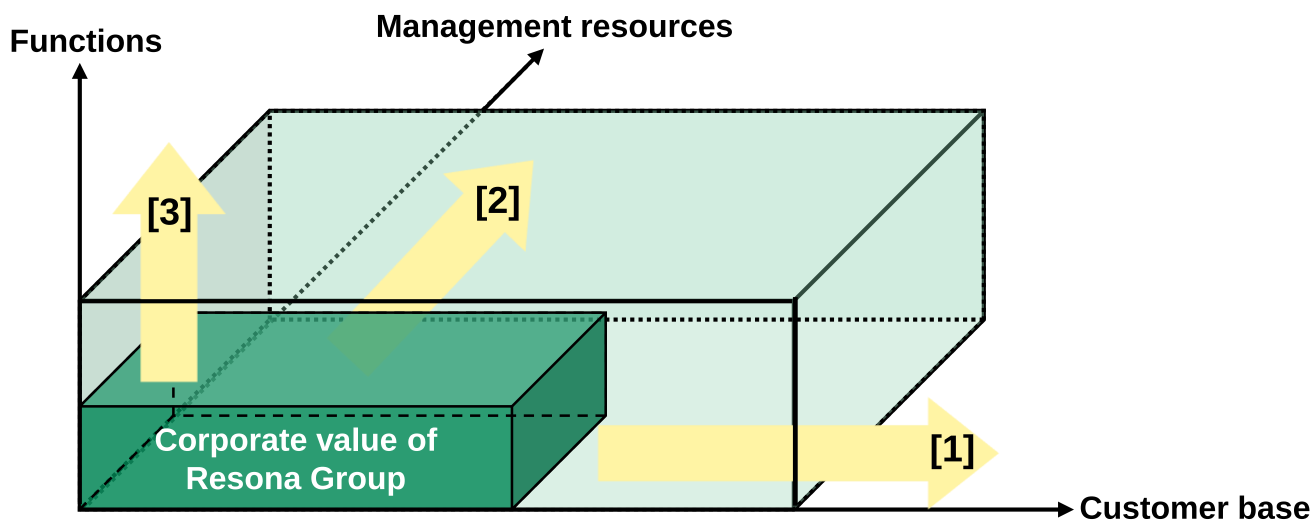
Scenes from the opening ceremony of the Hanoi Representative Office

Inorganic Growth Strategies

Expand inorganic growth investment aimed at enhancing ROE

Delivering new value via 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**



<Performance under the current MMP>

Two leasing companies*1 (Resona Leasing)	**Digital Garage (DG)**	**NTT DATA SOFIA CORPORATION**
Jan. 2024 Made two leasing companies wholly owned subsidiaries	Dec. 2023 Increased in shareholding ratio Sep. 2025 Made DG an equity method affiliate	Oct. 2024 Increased in shareholding ratio

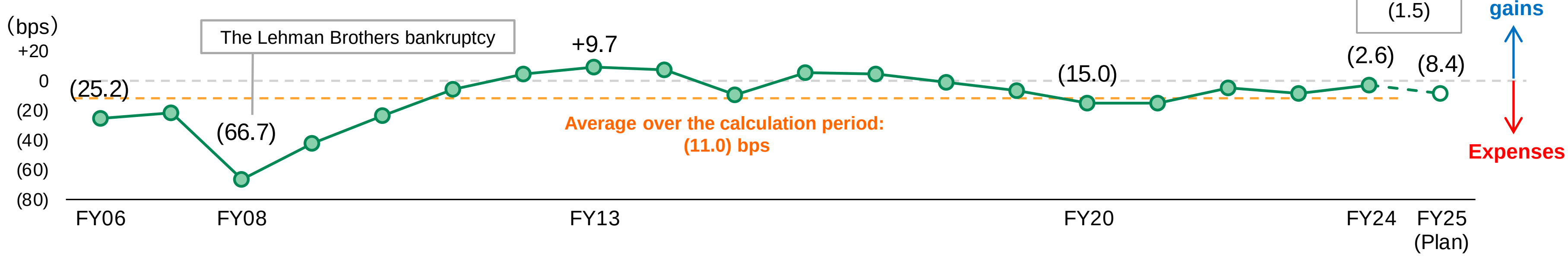
*1. DFL Lease, Shutoken Leasing

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 (11.0)bps. Risk resilience among SMEs is on an improvement track.**

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

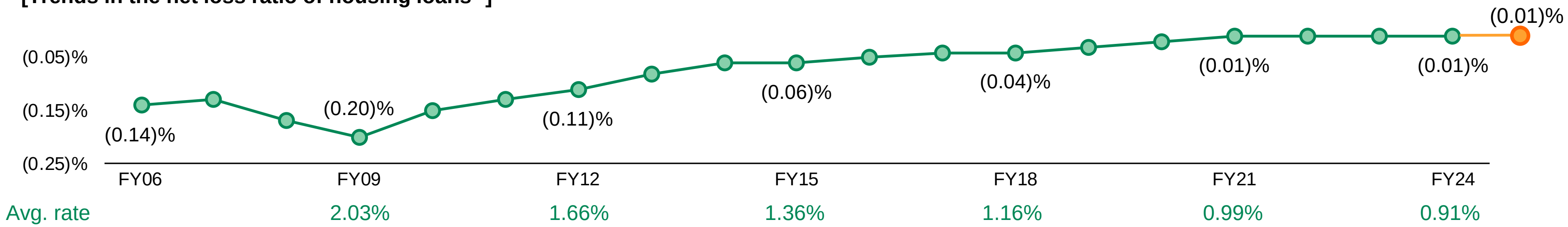


■ **High-quality housing loan portfolio**

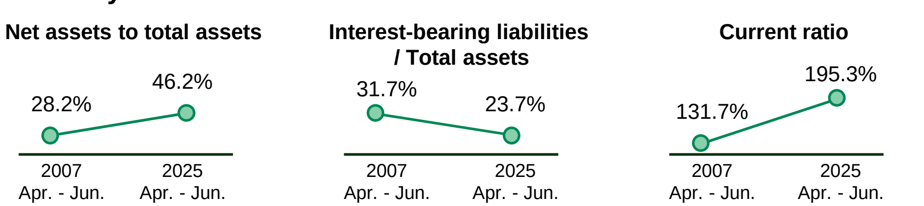
Long-term loans backed by collateral

Stringent screening model ⇒ Substantial stress to screening interest rates

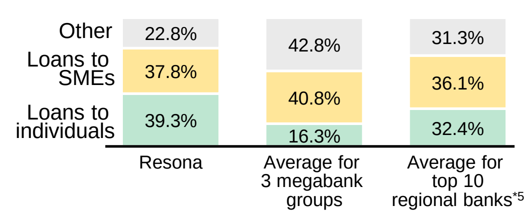
[Trends in the net loss ratio of housing loans*2]



< Stability ratios of SMEs*3 >



< Loan portfolio*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. Housing loans guarantee subsidiaries' subrogation ratio x (1-collection after subrogation), residential housing loans + apartment loans *3. Financial Statements Statistics of Corporation (4 quarters moving average), Capital: 10 to less than 100 million yen *4. Source : Financial statements from each company (as of Mar. 2025) *5. Top 10 regional banking groups by consolidated total assets

Financial and Non-Financial Approaches to Improve Corporate Value

Resona's sustainability management

- Business endeavors that start with addressing issues confronting customers and regional communities
- High-quality, stable profit

ROE

→ p.78 Analysis of the current status of ROE

RORA ↑

×

Leverage following risk adjustment

Expand top-line income by leveraging both net interest income and fee income [pp.7-12]

Reform of management platforms and cost control [pp.14-18, 76]

Accelerate capital circulation to improve corporate value [pp.7-12, 20-25, 75]

Cost of capital

Sustainable society

Resonance

Resona Group's sustainable growth

Help retail customers achieve SX [pp.27-43]

Increase the sophistication of risk governance

Enhance the disclosure of both financial and non-financial information

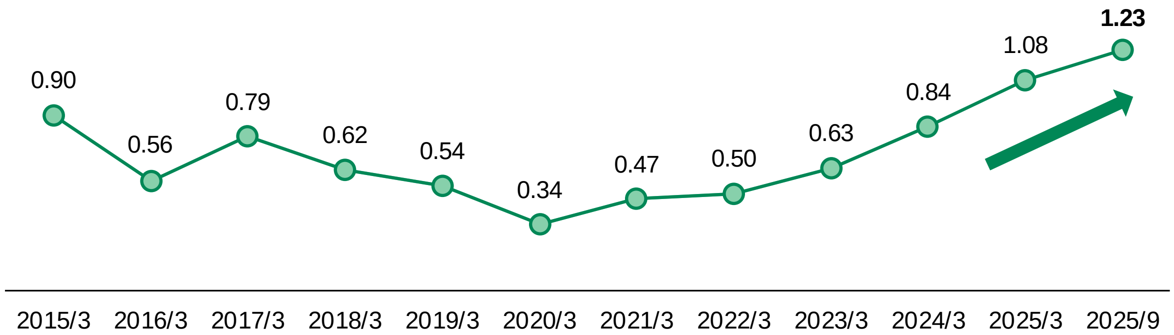
Alleviate informational asymmetry through IR dialogue [p.44]

PBR	Mar. 2023	Sep. 2025
	x 0.63	x 1.23

Analysis of Current Status with the Aim of Improving Corporate Value

■ PBR is exceeded 1 time and on an upward track

[Trends in PBR]



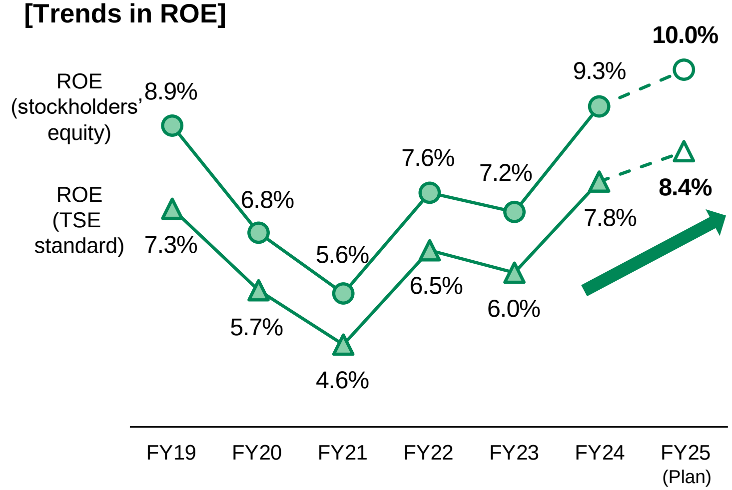
- Aim for improvement in corporate value by both raising ROE and reducing capital costs

$$\textbf{PBR} = \frac{\textbf{ROE}\ \text{[RORA} \times \text{Leverage following risk adjustment]}}{\textbf{Capital costs}\ \text{[Cost of stockholders' equity – The expected growth rate]}}$$

■ To further improve ROE, strengthen 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]



ROE (stockholders' equity) = RORA [Net income / RWA*1] × Leverage following risk adjustment [RWA*1 / Total stockholders' equity]

		ROE (stockholders' equity)	=	RORA: Net income / RWA*1		×	Leverage following risk adjustment: RWA*1 / Total stockholders' equity		Total assets (In terms of accounting) (JPY tn)
	FY19	8.9%	=	0.7%		×	11.9 times		60.5
Previous MMP	FY20	6.8%	=	0.6%	↓	×	11.3 times	↓	73.6
Previous MMP	FY21	5.6%	=	0.5%	↓	×	10.7 times	↓	78.1
Previous MMP	FY22	7.6%	=	0.7%	↑	×	9.9 times	↓	74.8
Current MMP	FY23	7.2%	=	0.7%	→	×	9.7 times	↓	76.1
Current MMP	FY24	9.3%	=	0.9%	↑	×	9.6 times	↓	77.3
Current MMP	1H FY25 (Reference)	11.9%	=	1.2%	↑	×	9.4 times	↓	76.3

*1. Based on the finalization of Basel 3

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

Corporate structure

Resona Holdings
Prime Market of TSE

- Resona Bank
- Saitama Resona Bank
- Kansai Mirai Bank
- Minato Bank

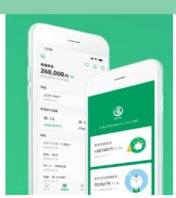
Customer base and business scale

[Individual customers]	[Corporate clients]
16 mil	0.5 mil
[Deposits]	**[Loans]**
JPY62 tn	JPY45 tn

Network position

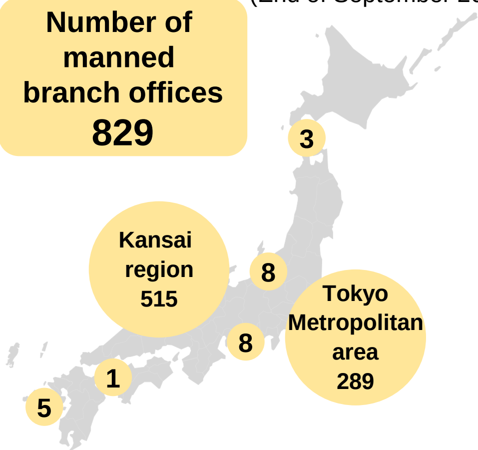
(End of September 2025)

Number of App DL*1
12.45 mil



GOOD DESIGN

Number of manned branch offices
829



Market share*2

(End of March 2025)

[Deposits]		[Loans]	
4.0%	Tokyo	4.8%	GDP #1
3.9%	Kanagawa	8.6%	GDP #4
46.8%	Saitama	44.2%	GDP #5
22.4%	Osaka	24.0%	GDP #2
18.4%	Hyogo	31.0%	GDP #6
17.0%	Shiga	19.3%	Value added per establishment (Manufacturing industry) #2

*1. Including external group
*2. Total of group banks, market share based on "Deposits, and loans and bills discounted by prefecture (domestically licensed banks)" of BOJ

Resona Group's Feature at a Glance

A unique position that combines three strengths

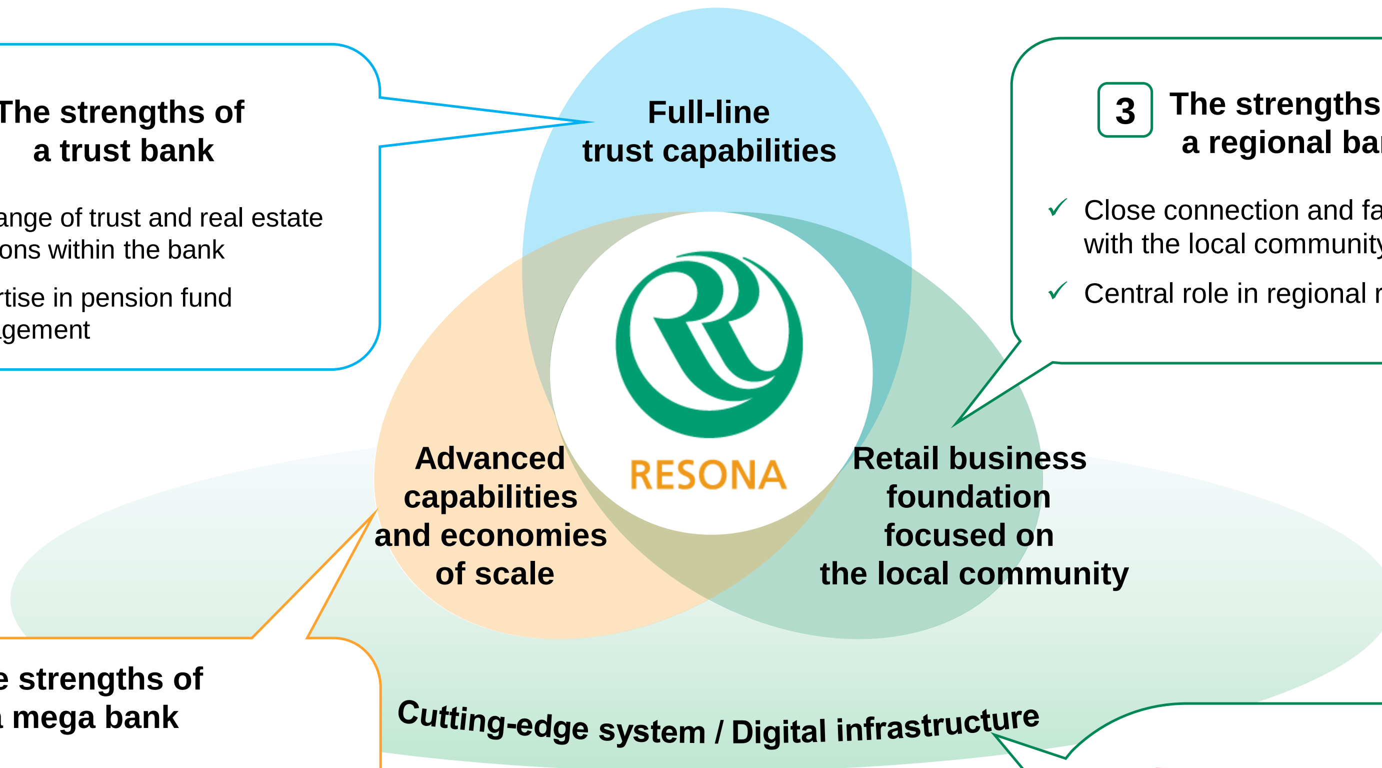
The largest retail-focused bank with full-line trust capabilities in Japan

1 The strengths of a trust bank

- ✓ Full range of trust and real estate functions within the bank
- ✓ Expertise in pension fund management

3 The strengths of a regional bank

- ✓ Close connection and familiarity with the local community
- ✓ Central role in regional revitalization



2 The strengths of a mega bank

- ✓ Strong customer base and network
- ✓ Advanced capabilities to meet diverse needs
- ✓ Cost competitiveness through economies of scale

DX銘柄
Digital Transformation

Won prizes three times

2020, 2021 and 2023

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).

Beyond Finance, for a Brighter Future.

In a world that keeps changing,
we're here to provide peace of mind
so that we can welcome the future
with hope and confidence.

To achieve this,
we think beyond the framework of finance
to address different challenges
alongside each region.

At Resona,
we persistently strive towards reform and creativity
for a brighter future
- one that is hopeful and reassuring,
just as it is exciting.

Retail No. 1

The “Solution Group” most supported by customers and regional societies as it walks with them into a brighter future together

Purpose
How we contribute to society

Corporate Mission
What we aim to be in society

Long-Term Vision
What we aspire to be

Corporate Promises / Behavior Guidelines
(Resona WAY/Resona STANDARD)
How we act

The Resona Group aims at becoming a true “financial services group full of creativity.”

Towards this goal, the Resona Group will:

- live up to customers’ expectations,
- renovate its organization,
- implement transparent management, and
- develop further with regional societies.

Resona WAY

- Customers and “Resona”
- Shareholders and “Resona”
- Society and “Resona”
- Employees and “Resona”

Resona STANDARD

- For Customers
- Taking on the Challenge of Reform
- Sincere and Transparent Action
- Responsible Business Conduct
- Realizing Job Fulfillment
- For Shareholders
- Trust of Society

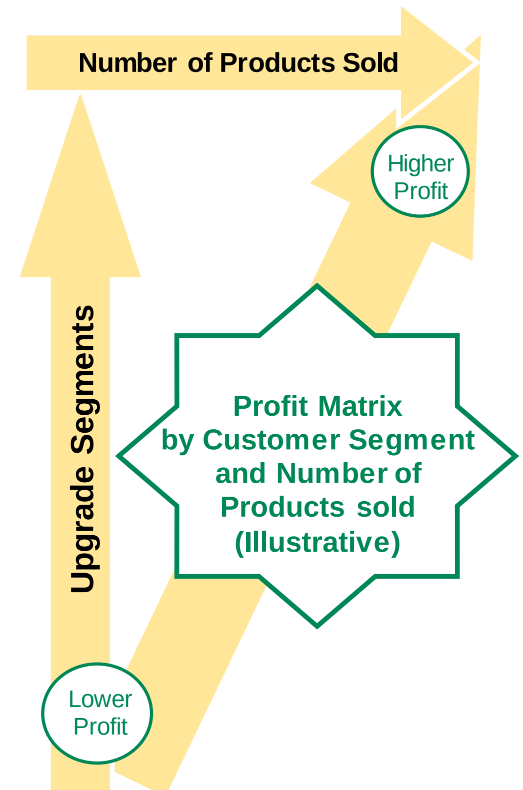
Measures to Build Multifaceted Business Relationships with Customers

Total of Two Banks (RB, SR)

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

Increase life-time profits by upgrading customer segments and by increasing the number of products

Customer segments based on the depth of transactions with Resona Group banks		Number of Customers (thousands) 2020/9	2025/9	Change	Top-line Income Per Customer *	Avg. # of Products Cross-sold [YoY change]
Premier AUM or Apartment loan exceeding JPY50 million	(1)	58.7	78.7	+ 19.9	58.0	7.85 +0.05
Housing Loan With housing loan for own home	(2)	533.7	544.9	+ 11.2	16.5	5.07 +0.03
Asset Management AUM exceeding JPY10 million	(3)	733.5	868.0	+ 134.5	9.2	4.79 +0.00
Potential I AUM exceeding JPY5 million	(4)	758.8	800.1	+ 41.3	3.6	3.67 +0.02
Potential II AUM below JPY5 million/ 3 or more products sold	(5)	4,581.7	4,767.7	+ 186.0	* 1	4.17 +0.01
Resona Loyal Customers	(6)	6,666.5	7,059.7	+ 393.1	4.1	4.30 +0.02
Potential III AUM below JPY 5 million/ 2 or fewer products sold	(7)	4,514.3	3,825.0	(689.3)	0.3	1.69 +0.01



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

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." 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:

1. 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;
2. Not to exercise voting rights in a manner to resolve certain political or social problems; and
3. 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.

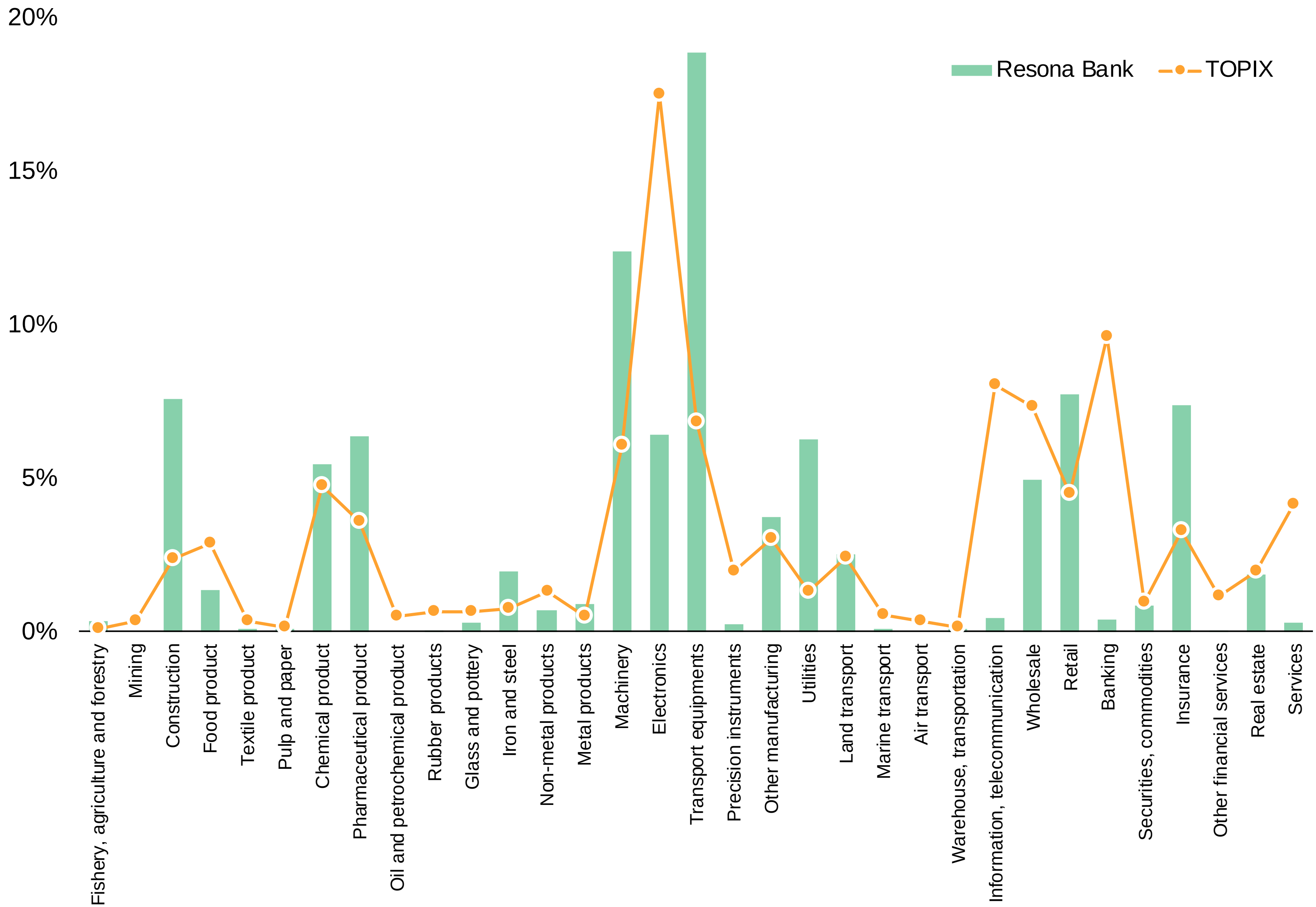
Guidelines for the Exercise of Voting Rights

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

1. Base voting judgments on the following points:
   a. whether the way the vote is cast helps the Company and/or the investee achieve sustainable and long-term growth in corporate value;
   b. whether the way the vote is cast is consistent with the overall interest of shareholders.
2. 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:
   a. shareholder proposals;
   b. introduction or renewal of anti-takeover measures;
   c. agenda items proposed by a corporation that was found to be implicated in a scandal or an antisocial act;
   d. approval of financial statements not backed by an unqualified opinion issued by the accounting auditor;
   e. dismissal of directors, accounting auditors, etc.
3. 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, 2025)

RB



(Balance sheet amount)

Business Results by Major Group Business Segments (1H of FY2025)

(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	
										Gross operating profit		Operating expenses			
		RVA	RAROC	OHR			YoY Change		YoY Change		YoY Change		YoY Change		YoY Change
Customer divisions	(1)	113.2	23.0%	52.5%	10.0%	204.5	+32.2	206.3	+27.0	434.2	+34.7	(227.9)	(7.4)	(1.8)	+5.1
Personal banking	(2)	69.2	55.6%	57.5%	10.0%	84.9	+18.9	85.8	+20.7	202.3	+22.8	(116.5)	(2.1)	(0.8)	(1.8)
Corporate banking	(3)	43.9	16.2%	48.0%	10.0%	119.5	+13.2	120.5	+6.3	231.8	+11.8	(111.4)	(5.3)	(0.9)	+6.9
Markets	(4)	(41.8)	(65.0)%	(7.0)%	10.0%	(36.1)	+12.9	(36.1)	+12.9	(33.7) *1	+13.0	(2.3)	(0.0)	-	-
Others	(5)	(20.9)	0.1%	(141.5)%	9.9%	0.3	+5.1	2.0	+6.9	0.7	+7.9	1.1	(1.0)	(1.6)	(1.8)
Total	(6)	50.3	14.6%	57.1%	9.9%	168.7	+50.3	172.2	+47.0	401.2	+55.7	(229.2)	(8.5)	(3.5)	+3.3

*1. Including a part of net gains/losses on stocks

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	HD 100%	FY25 (Sep.30 2025)	4.4	(0.6)
Kansai Mirai Guarantee	(2)			KMB 100%	FY25 (Sep.30 2025)	0.4	(0.0)
Kansai Sogo Shinyo	(3)			KMB 100%	FY25 (Sep.30 2025)	0.5	(0.2)
Minato Guarantee	(4)			MB 100%	FY25 (Sep.30 2025)	0.2	(0.0)
Resona Card	(5)	Credit card Credit guarantee	1.5 million card members	HD 77.5% Credit Saison 22.4%	FY25 (Sep.30 2025)	0.5	+0.0
Minato Card	(6)	Credit card	Provide local customers with settlement solutions	Resona Card 95% MB 5%	FY25 (Sep.30 2025)	0.0	(0.0)
Resona Kessai Service	(7)	Collection service Factoring	Collection services with 50 million cases annually	HD 80% Digital Garage 20%	FY25 (Sep.30 2025)	0.2	(0.0)
Resona Research Institute	(8)	Business consulting service	Management consulting with 1,100 project annually	HD 100%	FY25 (Sep.30 2025)	0.3	+0.1
Resona Capital	(9)	Venture capital	IPO support, SME business succession, re-growth support	HD 100%	FY25 (Sep.30 2025)	0.0	(0.0)
Minato Capital	(10)	Operation and management of investment funds	Support for agriculture and tourism related business, growing company, business succession	MB 100%	FY25 (Sep.30 2025)	(0.0)	(0.0)
Resona Innovation Partners	(11)	Corporate venture capital	Facilitate the creation of novel financial services through investment in venture startups	HD 100%	FY25 (Sep.30 2025)	(0.0)	+0.0
Resona Corporate Investment	(12)	Private equity	SME business succession support through share acquisition	HD 99.95% Resona Card 0.05%	FY25 (Sep.30 2025)	(0.0)	(0.0)
Resona Business Service	(13)	Back office work Employment agency	Practices quick and accurate operations	HD 100%	FY25 (Sep.30 2025)	(0.0)	(0.0)
Resona Asset Management	(14)	Investment management business	Business started in Sep. 2015 utilizing 50 years of RB pension management expertise	HD 100%	FY25 (Sep.30 2025)	1.9	+0.0

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	HD 100%	FY25 (Sep.30 2025)	0.9	(0.1)
Kansai Mirai Leasing	(16)			KMB 100%	FY25 (Sep.30 2025)	0.1	(0.1)
Minato Leasing	(17)			MB 100%	FY25 (Sep.30 2025)	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	RB 100%	FY25 (Sep.30 2025)	(0.0)	(0.0)
Resona Mi Rise	(19)	Bank assistance business	Providing opportunities for a wide range of human resources to thrive	HD 100%	FY25 (Sep.30 2025)	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	SR 100%	FY25 (Sep.30 2025)	(0.0)	(0.0)
Mirai Reenal Partners	(21)	Consulting Crowdfunding	Solving customer problems together	KMB 65% MB 35%	FY25 (Sep.30 2025)	(0.0)	+0.0
Resona Digital Hub	(22)	Assist in the promotion of DX	Support for driving-type DX toward the "vision" of customers	HD 93.3%	FY25 (Sep.30 2025)	(0.0)	+0.0
FinBASE	(23)	Financial digital platform	Promoting an open platform for financial services	HD 80%	FY25 (Sep.30 2025)	0.0	(0.0)
Loco Door	(24)	Assist in the regional vitalization	Achieving regional vitalization by combining education and agriculture	HD 100%	FY25 (Sep.30 2025)	(0.0)	+0.0
Resona Technologies	(25)	System development and operation	Adapting swiftly to changing environments by promoting in-house DX and internal production	HD 100%	FY25 (Sep.30 2025)	0.0	+0.0
Total						**9.7**	**(1.0)**

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	(26)	Banking business (Indonesia)	Oldest Japan-affiliated bank in Indonesia	RB 48.4%	FY25 (Jun.30 2025)	1.6	(0.1)
P.T. Resona Indonesia Finance	(27)	Leasing business (Indonesia)		P.T. Bank Resona Perdania 99.99% RB 0.01%	FY25 (Jun.30 2025)	0.0	+0.0
Resona Merchant Bank Asia	(28)	Finance, M&A (Singapore)	Became consolidated subsidiary Jul. 2017; direct financing and M&A brokerage, etc.	RB 100%	FY25 (Jun.30 2025)	0.3	+0.1
Total						**1.9**	**+0.0**

Major affiliated companies accounted for by the equity method

Name		Line of business		Capital contribution ratio	Fiscal year	Net income	YoY change
Digital Garage	(29)	Settlement,marketing and venture investment	Became affiliated company accounted for by the equity method in Sep. 2025; Providing new settlement and financial services	HD 30.9%	FY25 (Sep.30 2025)	― *2	― *2
Custody Bank of Japan	(30)	Trust banking business (Mainly asset administration)	One of the largest asset size in Japan	RB 16.6% Sumitomo Mitsui Trust Group 33.3% Mizuho Finacial Group 27.0%	FY25 (Sep.30 2025)	0.5	(1.4)
NTT Data Sofia	(31)	IT system development	Became affiliated company accounted for by the equity method in Oct. 2017; responsible for the system development of the Group	HD 30% NTT Data 70%	FY25 (Sep.30 2025)	0.1	(0.2)
Resona Digital I	(32)			HD 49% IBM Japan 51%	FY25 *1 (Jun.30 2025)	0.1	(0.0)
DACS	(33)		Became affiliated company accounted for by the equity method in Jul. 2022; DX support for the Group and our customers	HD 30% NTT Data 70%	FY25 (Sep.30 2025)	0.1	+0.1

*1. Fiscal year end of the overseas subsidiaries (26)~(28) and Resona Digital I (32) are December 31. HD's consolidated business results reflect the accounts of these subsidiaries settled on Jun. 30.
*2. The revenue will be incorporated starting from 2H of FY25.

Maturity Ladder of Loan and Deposit (Domestic Operation)

Total of Two Banks (RB, SR)

Loans and bills discounted

[End of March 2025]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Fixed rate	(1)	0.7%	0.9%	8.7%	12.0%	22.6%
Prime rate-based	(2)	40.1%	0.0%			40.1%
Market rate-based	(3)	35.1%	2.0%			37.1%
Total	(4)	**76.0%**	**3.0%**	8.7%	12.0%	100.0%

Loans maturing within 1 year 79.1%

[End of September 2025]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Fixed rate	(5)	0.9%	1.3%	8.1%	11.9%	22.4%
Prime rate-based	(6)	39.9%	0.0%			40.0%
Market rate-based	(7)	35.8%	1.6%			37.5%
Total	(8)	**76.8%**	**3.0%**	8.1%	11.9%	100.0%

Loans maturing within 1 year 79.8%

[Change in 1H of FY2025]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Fixed rate	(9)	+0.1%	+0.3%	(0.6)%	(0.1)%	(0.2)%
Prime rate-based	(10)	(0.1)%	+0.0%			(0.1)%
Market rate-based	(11)	+0.7%	(0.3)%			+0.3%
Total	(12)	**+0.7%**	**(0.0)%**	(0.6)%	(0.1)%	-

Loans maturing within 1 year +0.7%

Deposits

[End of March 2025]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Liquid deposits	**(1)**	30.6%	2.7%	11.1%	38.4%	**83.0%**
Time deposits	(2)	8.6%	4.1%	3.1%	0.9%	16.9%
Total	(3)	39.3%	6.9%	14.3%	39.4%	100.0%

[End of September 2025]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Liquid deposits	**(4)**	28.8%	2.8%	11.3%	39.4%	**82.4%**
Time deposits	(5)	8.9%	4.3%	3.2%	1.0%	17.5%
Total	(6)	37.7%	7.1%	14.6%	40.4%	100.0%

[Change in 1H of FY2025]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Liquid deposits	**(7)**	(1.8)%	+0.0%	+0.2%	+0.9%	**(0.5)%**
Time deposits	(8)	+0.2%	+0.1%	+0.0%	+0.0%	+0.5%
Total	(9)	(1.5)%	+0.2%	+0.3%	+0.9%	-

Migrations of Borrowers (1H of FY2025)

RB

Exposure amount basis		End of September 2025									Upward Migration	Downward Migration
		Normal	Other Watch	Special Attention	Potentially Bankrupt	Effectively Bankrupt	Bankrupt	Other	Collection, Repayments	Assignments, Sale		
End of March 2025	Normal	98.9%	0.4%	0.0%	0.0%	0.0%	0.0%	0.6%	0.6%	0.0%	-	0.5%
	Other Watch	9.2%	84.5%	1.5%	2.0%	0.1%	0.0%	2.8%	2.8%	0.0%	9.2%	3.6%
	Special Attention	4.1%	1.6%	88.6%	4.0%	0.7%	0.0%	1.0%	1.0%	0.0%	5.7%	4.7%
	Potentially Bankrupt	0.9%	3.2%	2.0%	81.2%	5.6%	2.2%	5.0%	5.0%	0.0%	6.0%	7.8%
	Effectively Bankrupt	0.2%	0.1%	0.0%	0.3%	86.9%	3.8%	8.8%	6.6%	2.2%	0.5%	3.8%
	Bankrupt	0.0%	0.0%	0.0%	1.2%	0.0%	90.1%	8.7%	0.3%	8.4%	1.2%	-

* Above table shows how a borrower belonging to a particular borrower category as of the end of March 2025 migrated to a new category as of the end of September 2025.
Percentage points are calculated based on exposure amounts as of the end of March 2025.
New loans extended, loans partially collected or written-off (including partial direct written-off) during the period are not taken into account.
"Other" refers to those exposures removed from the balance sheet due to collection, repayments, assignments or sale of claims.

Swap Positions by Remaining Periods

HD Consolidated

(JPY bn)

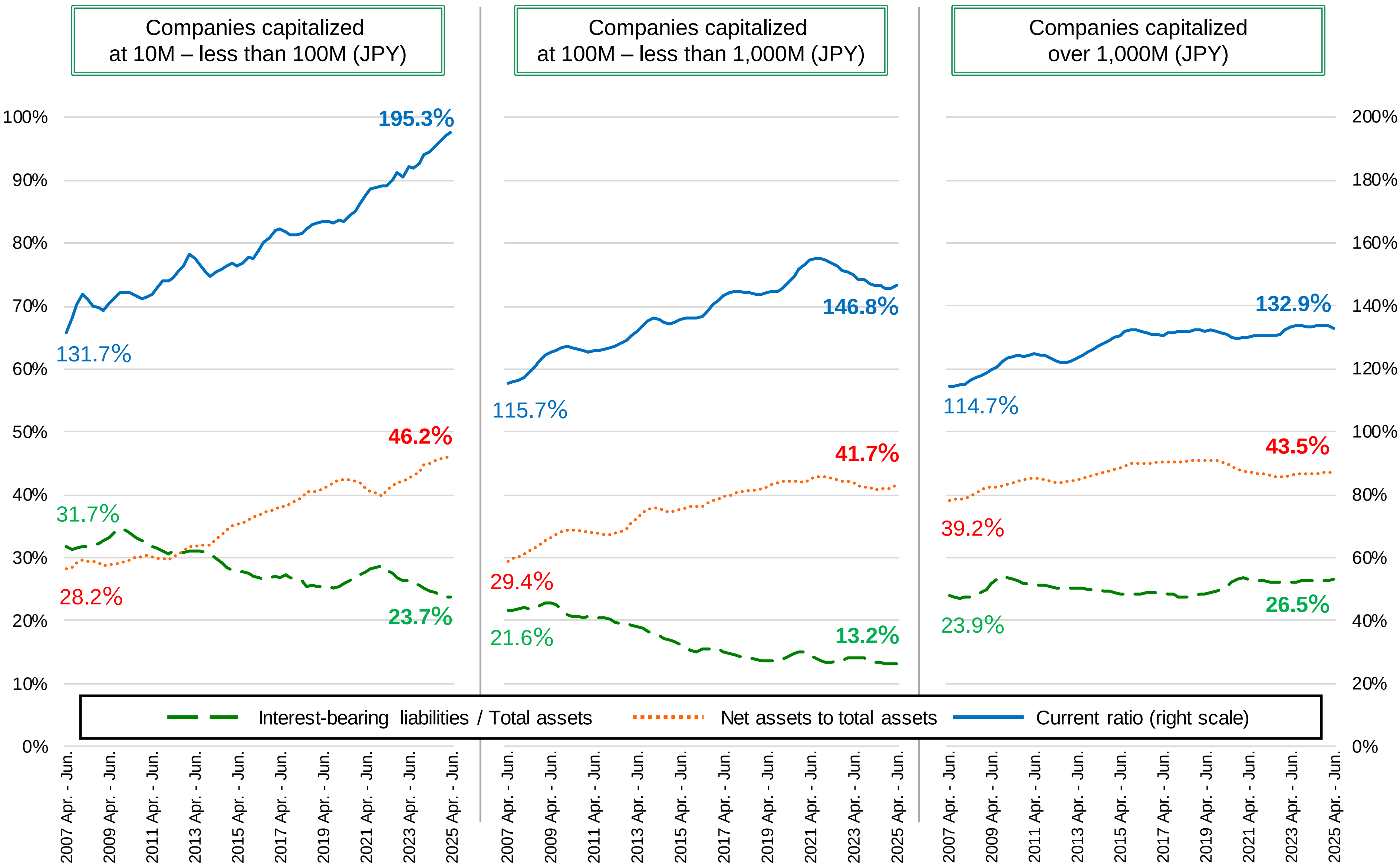
Notional amounts of interest rate swaps (deferred hedge accounting applicable) by remaining period		Sep. 30, 2025				Mar. 31, 2025			
		Within 1 year	**1 to 5 years**	**Over 5 years**	**Total**	Within 1 year	1 to 5 years	Over 5 years	**Total**
Receive fixed rate/ Pay floating rate	(1)	**267.1**	**937.0**	**1,100.0**	**2,304.1**	213.6	1,040.5	1,100.0	2,354.1
Receive floating rate/ Pay fixed rate	(2)	**25.2**	**204.6**	**90.0**	**319.8**	108.2	219.8	80.0	408.1
Net position to receive fixed rate	(3)	**241.8**	**732.3**	**1,010.0**	**1,984.2**	105.3	820.6	1,020.0	1,945.9

Loans and Bills Discounted by Industry

Total of Group Banks

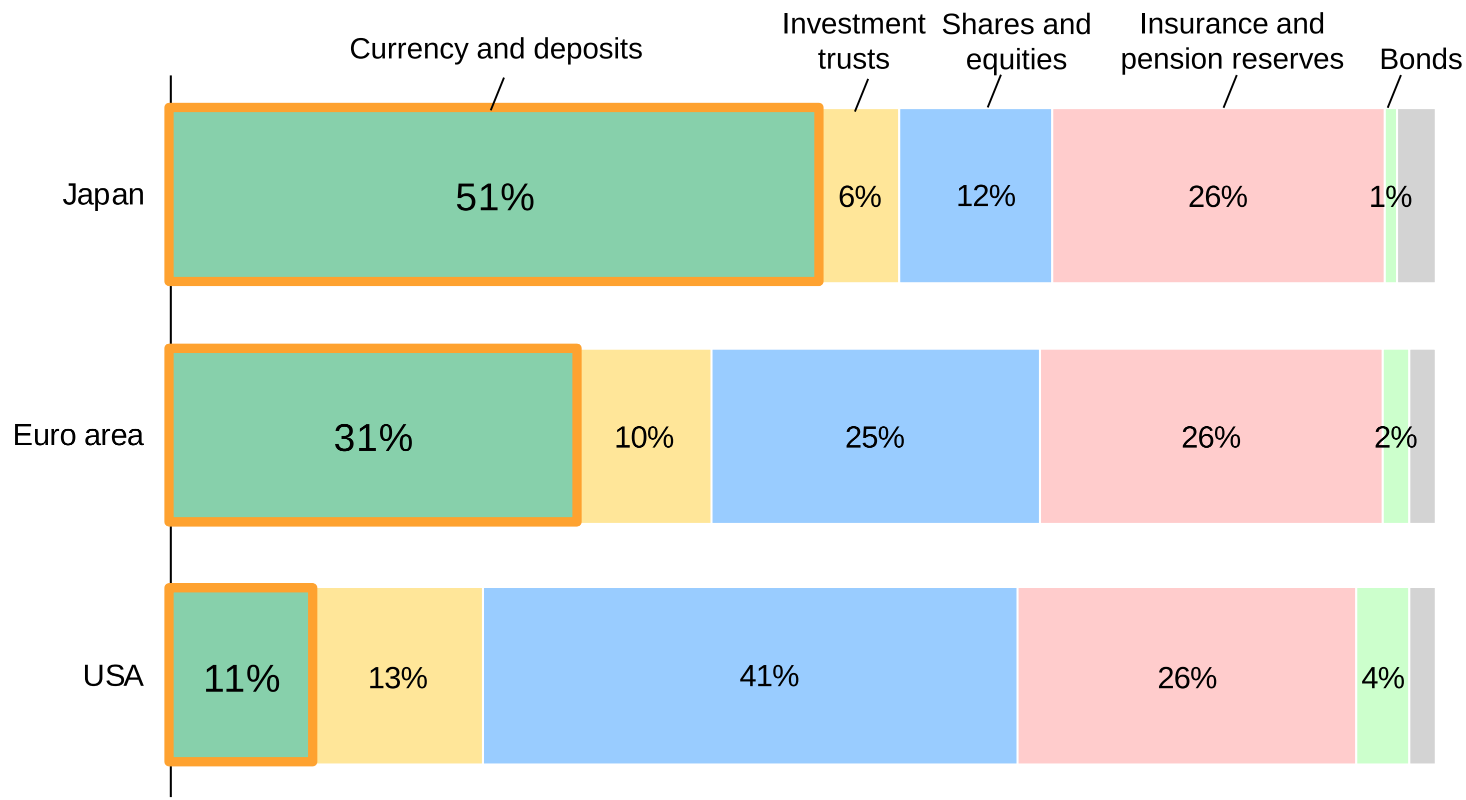
(JPY bn, %)	Sep. 30, 2025		Mar. 31, 2025	
	Amount	Composition rate	Amount	Composition rate
Manufacturing	4,111.7	8.9%	3,940.5	8.7%
Agriculture, forestry	17.1	0.0%	18.5	0.0%
Fishery	2.3	0.0%	2.3	0.0%
Mining, quarrying of stone, gravel extraction	12.0	0.0%	13.0	0.0%
Construction	1,076.8	2.3%	1,126.4	2.5%
Electricity, gas, heating, water	624.7	1.3%	533.8	1.1%
Information and communication	458.1	1.0%	490.6	1.0%
Transportation, postal service	1,208.9	2.6%	1,118.6	2.4%
Wholesale and retail trade	3,632.4	7.9%	3,557.0	7.9%
Finance and insurance	1,659.6	3.6%	1,468.4	3.2%
Real estate	9,956.1	21.7%	9,840.5	21.9%
Apartment loans	2,907.8	6.3%	2,933.1	6.5%
Real estate rental	5,418.8	11.8%	5,339.4	11.9%
Goods rental and leasing	917.5	2.0%	862.0	1.9%
Services	2,912.0	6.3%	2,930.3	6.5%
Government, local government	3,863.5	8.4%	3,757.1	8.3%
Others	15,339.6	33.4%	15,127.9	33.7%
Residential housing loans	14,367.1	31.3%	14,192.6	31.6%
Total	45,792.9	100.0%	44,787.5	100.0%

Trends in Stability Ratios of Japanese Companies



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

Proportion of Financial Assets Held by Households



* Prepared based on “Flow of Funds: Overview of Japan, the United States, and the Euro area” (Bank of Japan) in Aug. 2025

Long Term Business Results

		(JPY bn)	3 banks (RB,SR,KO)			After KMFG integration							
			FY2015	FY2016	FY2017	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	**FY2024**
PL	Consolidated	Gross operating profit	619.5	563.1	552.5	661.3	644.1	658.6	639.1	601.9	600.0	627.4	**691.6**
		Net interest income	401.3	377.9	368.3	454.2	435.9	431.1	417.4	429.1	419.3	421.6	**480.4**
		Fee incomes*1	168.7	160.6	168.0	187.7	193.8	190.2	191.4	208.3	208.6	213.5	**227.9**
		Operating expenses	(347.5)	(362.4)	(360.6)	(442.6)	(439.4)	(426.5)	(425.8)	(427.2)	(413.0)	(423.1)	**(447.7)**
		Net gains/(losses) on stocks	(6.5)	25.1	16.7	21.4	10.1	0.5	46.9	45.5	54.1	65.6	**87.6**
		Credit related expenses	(25.8)	17.4	14.7	10.1	(1.3)	(22.9)	(57.4)	(58.7)	(15.9)	(35.6)	**(11.5)**
		Net income attributable to owners of parent	183.8	161.4	236.2	244.2	175.1	152.4	124.4	109.9	160.4	158.9	**213.3**
BS	Total of group banks	Term end loan balance	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	**44,788.5**
		Loans to SMEs and individuals	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	**34,548.4**
		Housing loans*2	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	**17,125.7**
		Residential housing loans	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	**14,192.6**
		NPL ratio	1.51%	1.35%	1.18%	1.26%	1.18%	1.14%	1.12%	1.32%	1.29%	1.34%	**1.17%**
		Stocks (Acquisition amount basis)	351.5	348.3	343.8	365.4	353.8	336.9	325.2	305.9	283.8	261.6	**227.0**
		Unrealized gains/(losses) on available-for-sale securities	460.1	555.4	649.4	672.8	598.3	420.7	615.3	521.2	471.6	663.3	**476.0**
Business	Total of group banks	Balance of Investment products sold to individuals	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	**6,329.1**
		Investment trust/ Fund wrap	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	**3,172.3**
		Insurance	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	**3,156.7**
		Housing loan*2	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	**1,497.6**
		Residential housing loans	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	**1,280.5**
		Real estate business (Excluding equity)	13.5	13.7	13.1	13.1	13.3	12.5	10.6	13.5	15.4	15.0	**19.3**

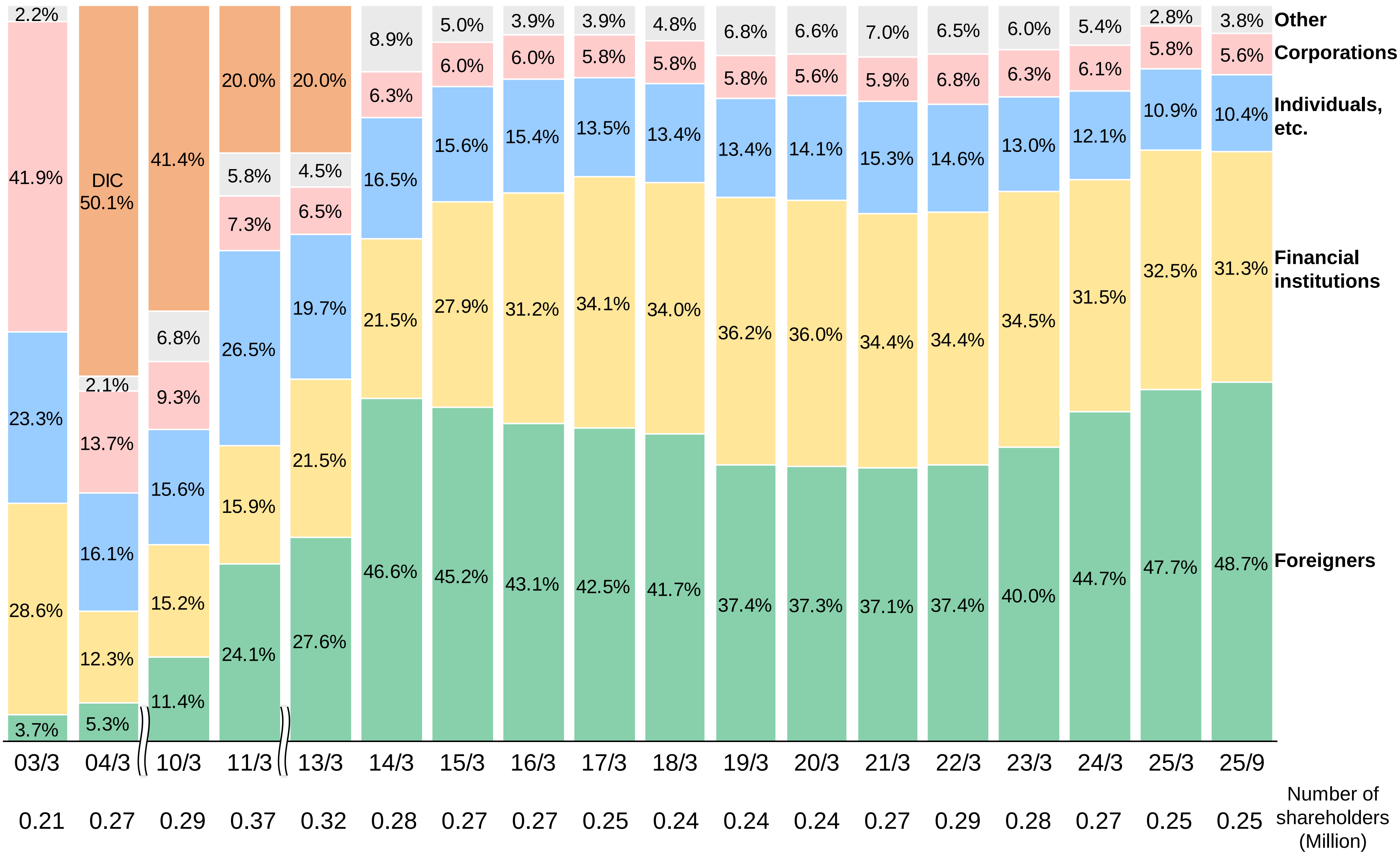
Remaining public fund balance	Fully repaid in June 2015

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

Credit Rating Information (Long Term)

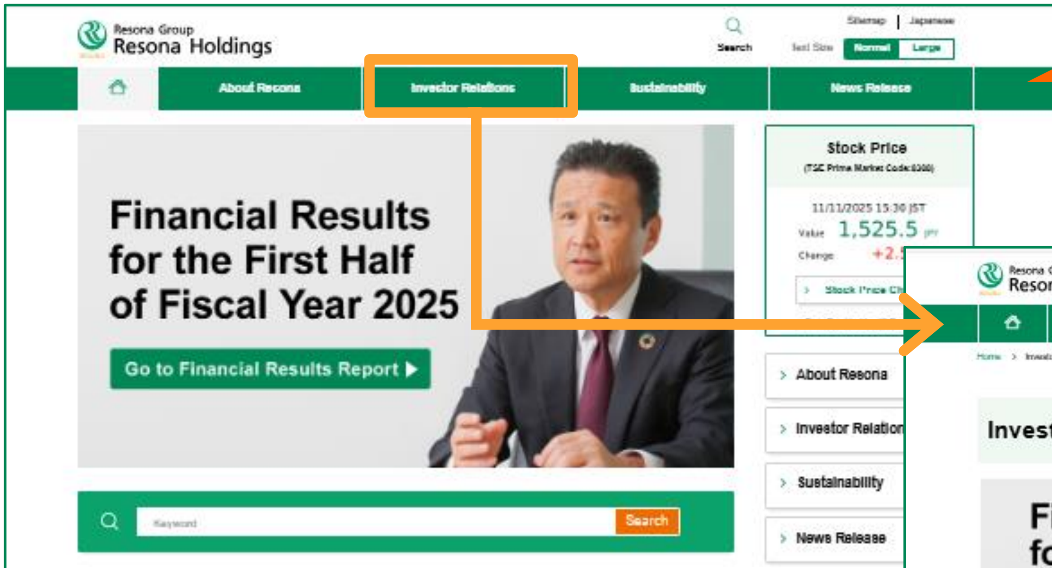
	Moody's	S&P	R&I	JCR
Resona Holdings	-	-	AA-	AA
Resona Bank	A2	A	AA-	AA
Saitama Resona Bank	A2	-	AA-	AA
Kansai Mirai Bank	-	-	-	AA
Minato Bank	-	-	-	AA

Composition of Resona HD's Common Shareholders



Proactively Communicating with Our Shareholders and Investors (1)

Resona Group Website: https://www.resona-gr.co.jp/holdings/english/



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Gómez IR Site Ranking
IR Site Ranking GOLD 2024

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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.**

CEO Message

Roundtable Discussion between an Institutional Investor and Outside Directors

<Special Site of Integrated Report>

https://www.resona-gr.co.jp/integrated_report/en/2025/

- 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.