1H of FY2026

Investor Relations Meeting

Shift to the Next Stage

—Three Years to Create Our New Ways of Doing Business—



Resona Holdings

November 18, 2026

Points We Would Like to Communicate －Investment Highlights－

The medium-term management plan (MMP) got off to a good start

—Stable progress in transformation and growth toward establishing "Our New Ways of Doing Business"

Top-line income was the highest since Resona's inauguration in terms of interim operating results, while the OHR improved to the lower half of the 50% range

Top-line JPY448.7 bn [+JPY47.0 bn or +11.7%, YoY]　　OHR 54.7% [(2.3)ppt, YoY]

Accelerated co-creation with external partners to secure growth in the next generation

Rapidly developed external collaboration aimed at enhancing our functions and customer bases

Expanded capital flow while improving the content of shareholder returns

For the first time since its inauguration, Resona upwardly revised earnings targets and announced share buybacks in conjunction with its 1Q financial results announcement

Use this good start as a springboard for further growth

Also raised our full-year net income target by JPY10.0 bn, following on from the earlier upward revision (JPY20.0 bn) made at the time of the 1Q results announcement. The viability of further upward revisions will be closely examined.

Advance our earnings power to sustainably improve ROE while formulating new corporate valuation

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1

Key Points of Financial Results for 1H of FY2026

Key Points of Financial Results for 1H of FY2026 (1)

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

JPY236.1 bn

(+JPY64.2 bn, or +37.3%, YoY)

Progress rate against the full-year target[*2]
53.2%

Net income attributable to owners of parent

JPY173.5 bn

(+JPY30.6 bn, or +21.4%, YoY)

Progress rate against the full-year target[*3]
52.5%

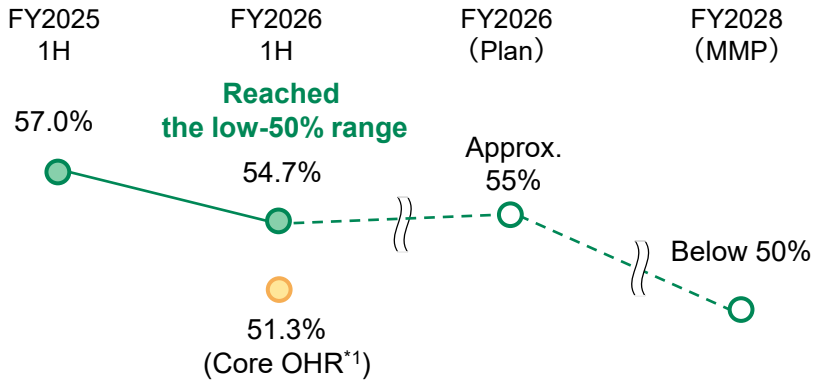
Gross operating profit +JPY47.0 bn, or +11.7%, YoY	**Record-high 1H profit since the establishment of Resona HD** **Steady progress in the "Growth in core businesses"**
Operating expenses JPY(16.4) bn, or (7.1)%, YoY [cost increased]	**Lower the OHR while promoting investments in IT and human resources** **OHR: 54.7% [(2.3)ppt, YoY]**
Credit costs JPY(6.3) bn, YoY [cost increased]	**25.0% against the full-year budget of JPY(39.5) bn** **Continue to strengthen monitoring for signs of deterioration in the quality of credits while watching changes in the external environment**
Net gains on stocks (including equity derivatives) +JPY19.7 bn, or +59.4%, YoY	**Reduction of policy-oriented stock holdings and recognition of net gains on ETF sales** **Partially rebalanced the bond portfolio utilizing net gains on sales**

Following the JPY20.0 bn upward revision at the 1Q results,
further upward revision to the full-year earnings target by JPY10.0 bn: JPY330.0 bn (ROE10.7%) → JPY340.0 bn (ROE11.4%)

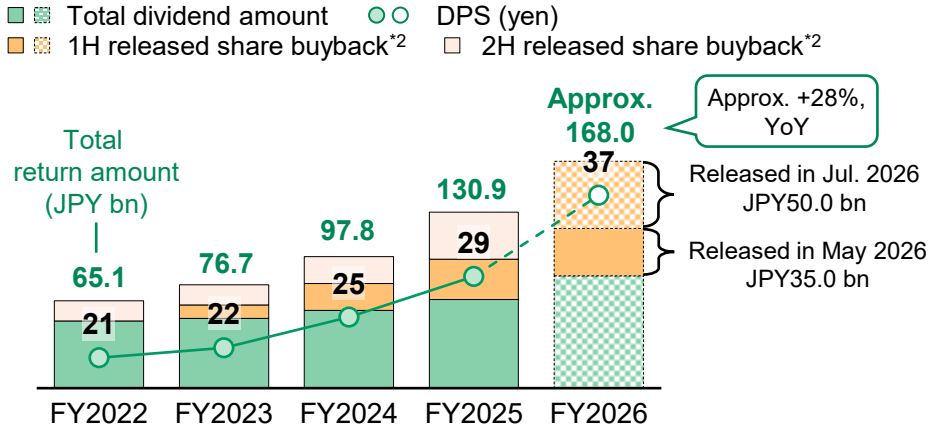
*1. Actual net operating profit - Net gains on cancellation of investment trusts - Net gains on bonds (spot)
*2. Full-year earnings target of FY2026: JPY443.0 bn (released in Jul. 2026)
*3. Full-year earnings target of FY2026: JPY330.0 bn (released in Jul. 2026)

Key Points of Financial Results for 1H of FY2026 (2)

Trends in OHR

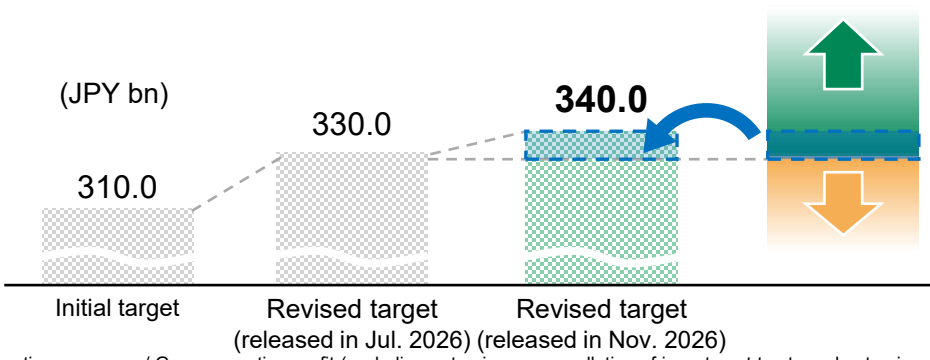


Trends in shareholder returns



Our thoughts behind earnings forecast for FY2026

- **Upwardly revised the full-year earnings target by JPY20.0 bn at the time of the 1Q results announcement to reflect a positive profit effect arising from the BOJ's Jun. 2026 decision to raise the policy rate (from 0.75% to 1.00%).**
- **With due consideration of both upsides and downsides in operating results, we further upwardly revised the full-year earnings target by JPY10.0 bn because of the robust business performance recorded up until the end of 1H and other factors.**
- **While actual results may possibly exceed the revised target, whether there remains room for further upward revisions will be closely examined in light of the external environment.**



Main upsides and downsides

- NII from loans and deposits (balances and yields)
- Fee income
- Revenue from market divisions
- Operating expenses (including IT security costs)
- Net gains on sales of policy-oriented stock holdings
- Credit costs

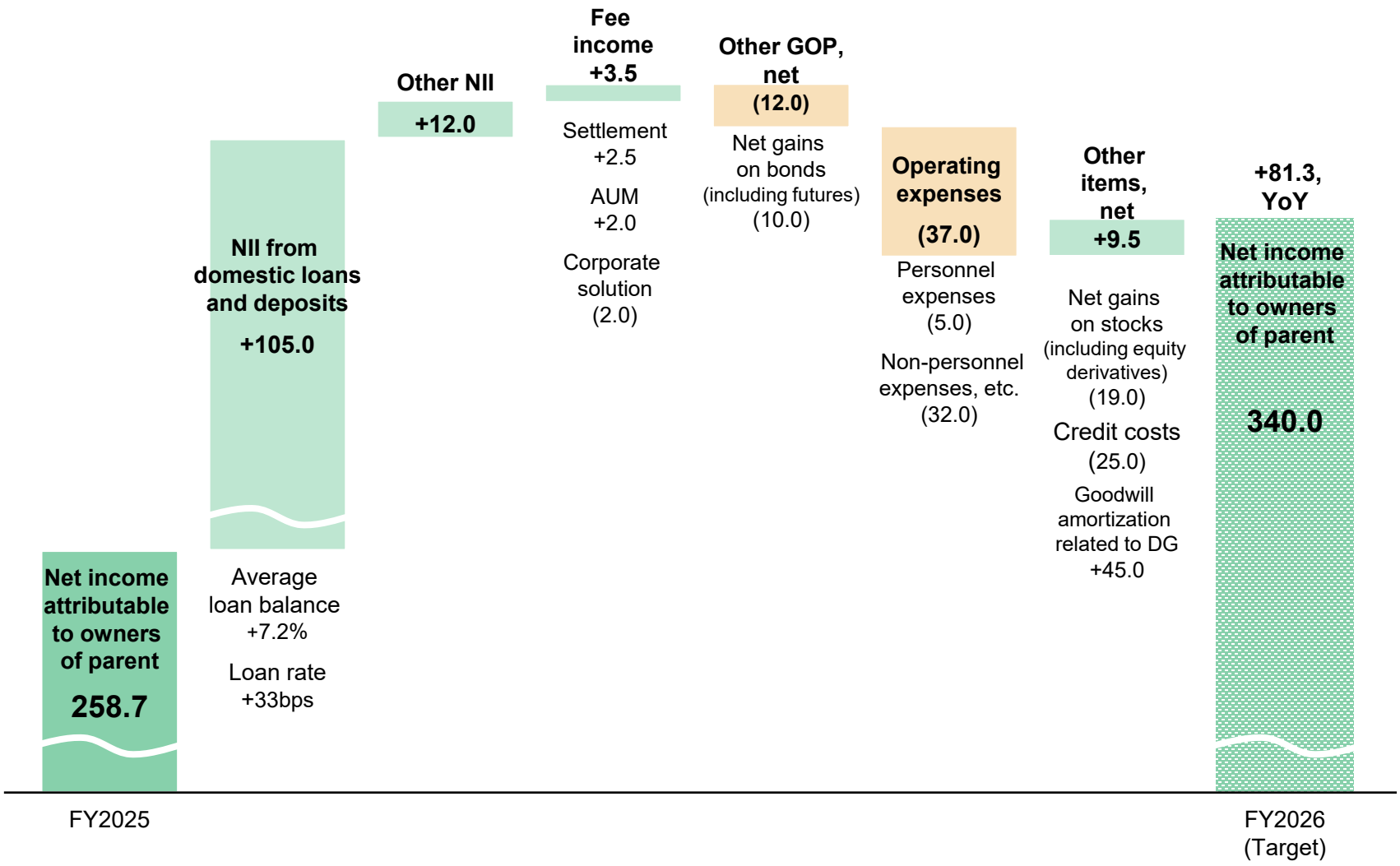
etc.

*1. Operating expenses / Gross operating profit (excluding net gains on cancellation of investment trusts and net gains on bonds (including futures))
*2. 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)

Rationale for FY2026 Earnings Targets (YoY change)

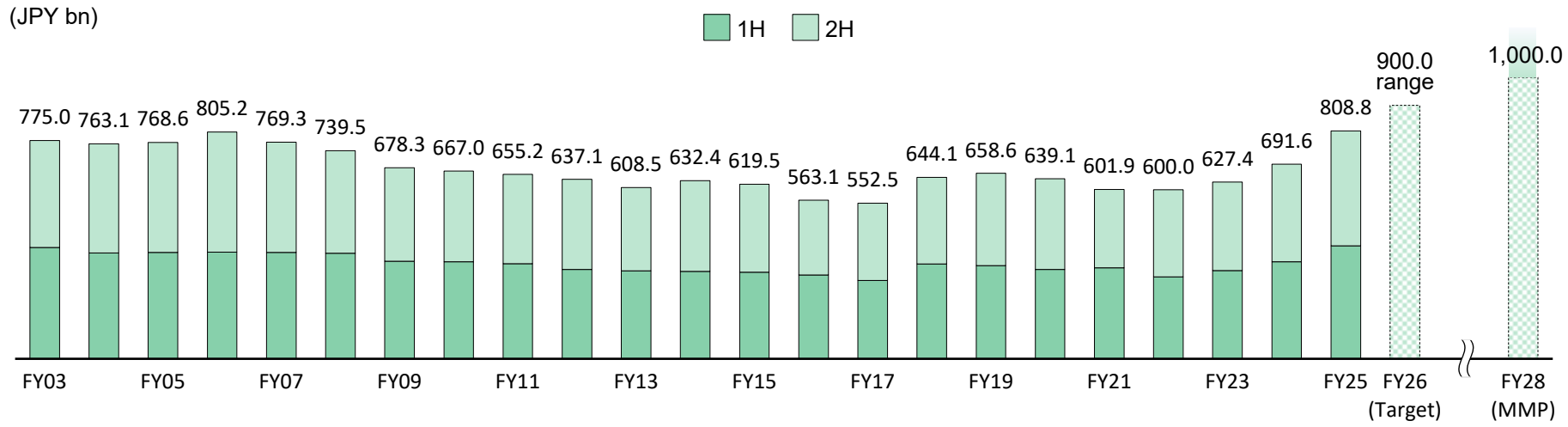
HD Consolidated

(JPY bn, Changes are approximate figures)

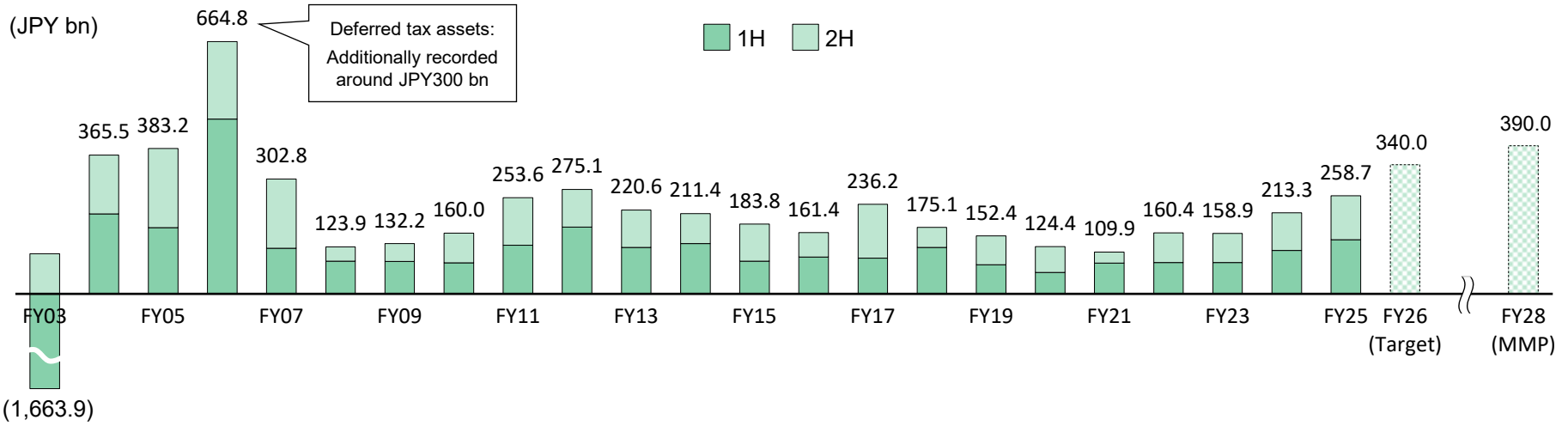


(Reference) Performance since the Establishment of Resona

Gross operating profit



Net income attributable to owners of parent



2

Growth Strategies that Address Materiality in a Way that Leverages Resona's Strengths

Growth Strategies that Address Materiality in a Way that Leverages Resona's Strengths

Materiality

- Development and vitalization of regional societies through industrial growth
- Creation of next-generation retail finance
- Realization of security and abundance in daily life amid declining birth rates and aging societies
- Realization of an abundant future society spanning future generations
- Strengthen human capital
- Establish resilient governance

Current MMP (FY2026-FY2028)

History of our specialization in retail banking

Customer base encompassing:
16 mn individual customers
500,000 corporate customers

A retail/commercial banking group with full-line trust banking capabilities

Growth in core businesses

Creating next-generation growth drivers

Structural reforms of management platforms

Acceleration of capital circulation to maximize corporate value

"DNA of Reform"

An extensive network encompassing key markets in Tokyo metropolitan and Kansai areas

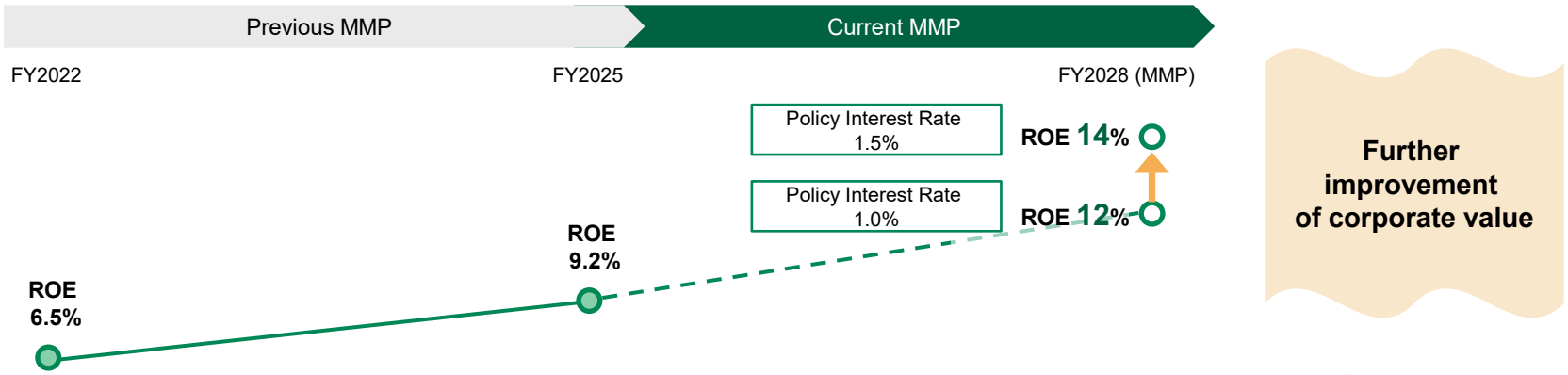
Overwhelming convenience backed by the combination of face-to-face and digital channels

Purpose

Beyond Finance, for a Brighter Future.

Long-Term Vision

Retail No. 1



Further improvement of corporate value

Growth Strategies that Address Materiality in a Way that Leverages Resona's Strengths

2-1

Growth in core businesses

Strengthening funds flow cycle to continue supporting Japan's growth and regional vitalization

Our New Ways of Doing Business

Balance sheet management focused on realizing a virtuous cycle of value creation backed by a high-quality deposit base

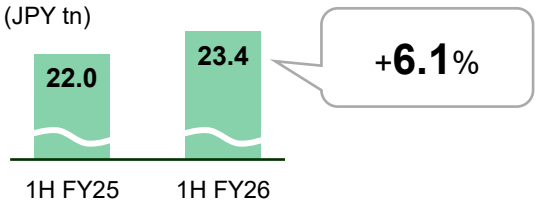
Sustainable expansion of solutions to provide support for diversifying issues and financial conduct

Our New Ways of Doing Business

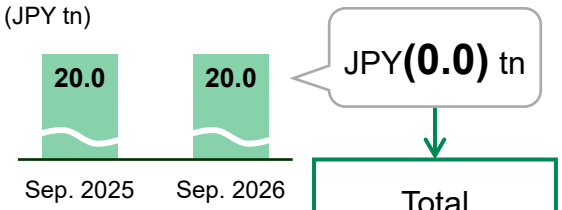
Enhancing our ability to resolve issues through solutions derived from co-creation with external partners and other means

Provide Diverse Solutions Tailored to Unique Customer Needs at Each Growth Stage

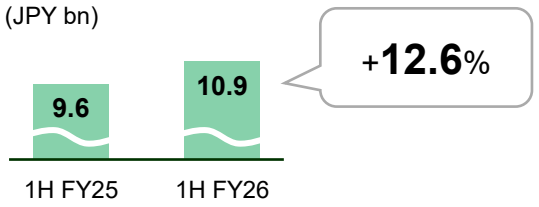
[Average corporate loan balance*1]



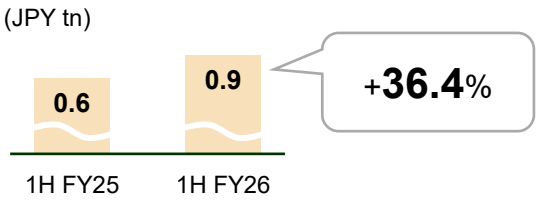
[Term-end corporate deposit balance*1]



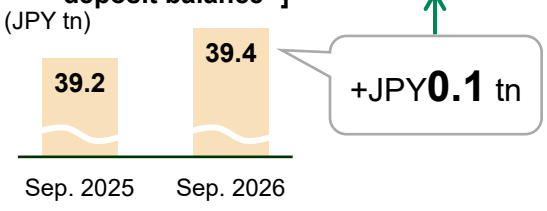
[Succession related income*2]



[New residential housing loan origination]

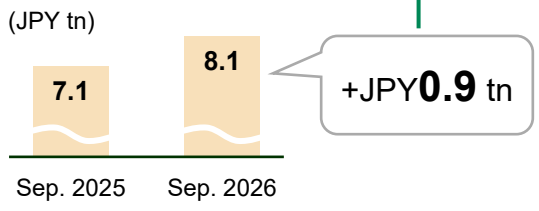


[Term-end personal deposit balance*1]



Total +JPY1.1 tn

[AUM balance*3]



Lending and housing loans

Co-creation involving external partners

Business and asset succession

Customer base encompassing 500,000 corporate customers	Corporate	Startup phase	Growth phase	Maturity phase	…
Customer base encompassing 16 mn individual customers	Indi-viduals	Future plans	Asset formation and growth	Succession to the next generation	

Settlement and DX

All Resona Group members

AUM and corporate pension

*1. Total of group banks *2. Asset and business succession related trust, real estate (including business matching) and M&A income *3. For individual customers

BS Management / Enhancement of ALM

Strengthening the flow of funds by leveraging a high-quality deposit base

End of Sep. 2026
Total assets JPY79.2 tn

Proactively respond to diverse funding demands

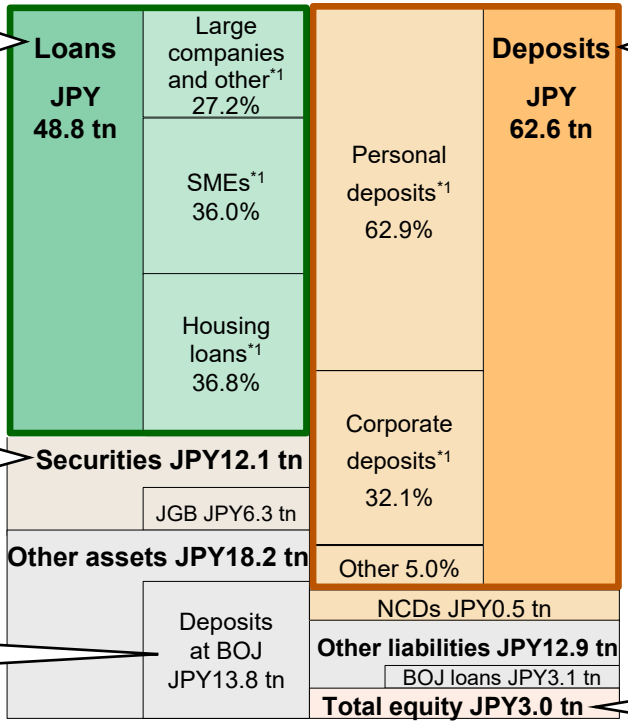
Balance of loans: +JPY3.4 tn, YoY

- ✓ Avg. balance of corporate loans: +6.1%, YoY
- ✓ Residential housing loan origination: +36.4%, YoY

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

Balance of securities: +JPY0.8 tn, YoY

Interest on policy rates[*2]



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

Balance of deposits: JPY(0.0) tn, YoY

- ✓ Overwhelming convenience
  ⇒ Higher switching costs
  - Number of Banking App DL: 11.03 million
  - Number of debit card issued: 3.48 million
- ✓ Number of companies naming the Resona Group as their main bank[*3]: 69 thousand

Expand AUM; accelerate the shift from savings to investment

Balance of AUM: +JPY0.9 tn, YoY

Securities trust (total assets in custody): +JPY3.1 tn, YoY

Accelerating capital circulation to improve ROE

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

Mar. 2015	Mar. 2022	Sep. 2026		Avg. of top regional banks[*5] (Jun. 2026): 83%
74%	64%	**78%**	Excluding loans to the Japanese gov. and others **73%**	

[Trends in ROA]

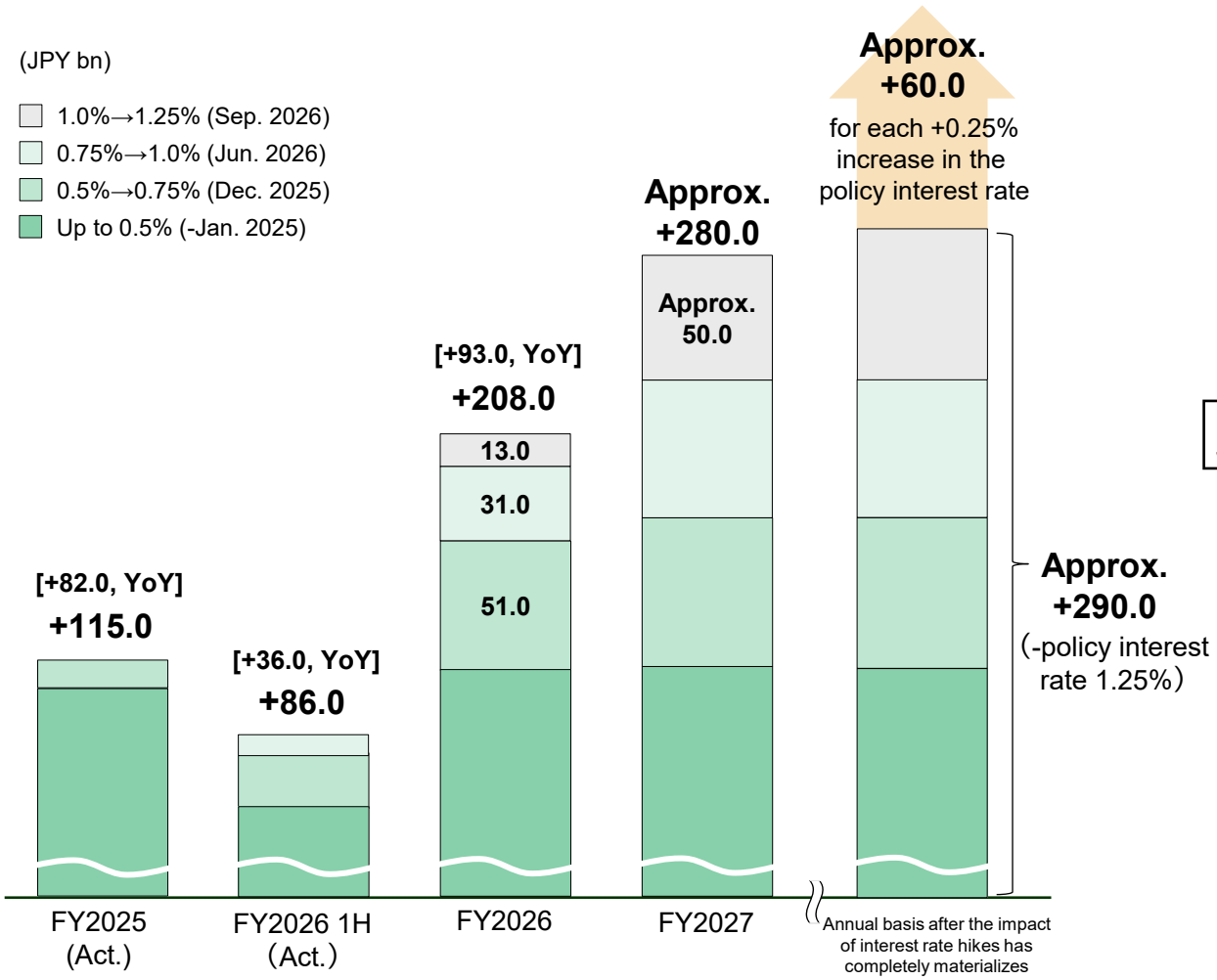
FY14	FY21	1H of FY26
0.46%	0.14%	**0.44%**

*1. Total of group banks *2. Applicable to excess reserves (Sep. 24, 2026- 1.25%)
*3. Total of group banks, TEIKOKU DATABANK (2025) *4. Excluding NCDs *5. Top 10 regional banking groups by consolidated total assets

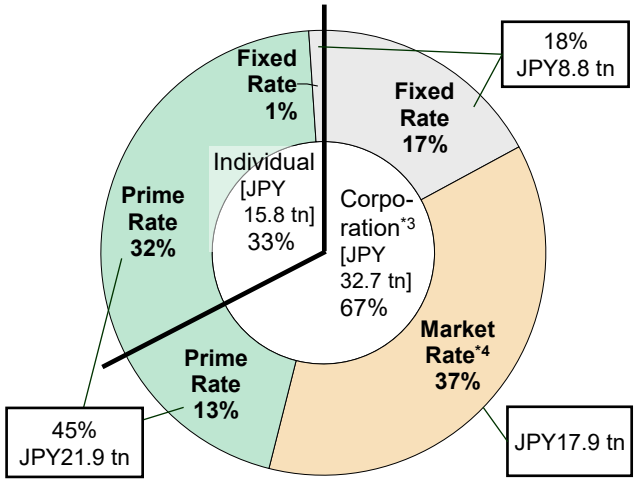
Possible Impact on Earnings while JPY Interest Rate Hikes (provisional calculation)

Assuming a 1.5% policy interest rate, after the impact of interest rate hikes has completely materialized, we expect ROE to reach 14%

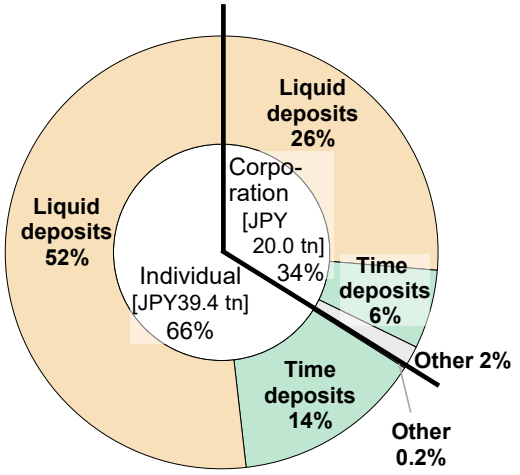
[Amount increase in gross operating profit due to policy interest rate hike (vs FY23)*1]



Composition of loan portfolio*2



Composition of deposits*2,5

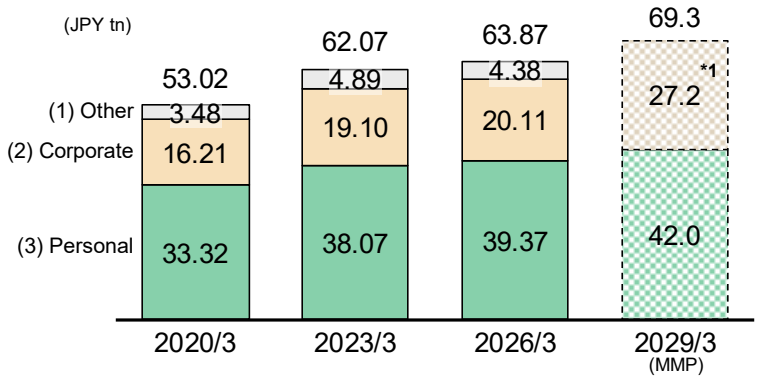


*1. Assumption: Balance sheet unchanged (calculated based on the balance sheet prior to each rate hike) Reflecting the impact on loans, and time deposits with interest rates that will be updated within a year, as well as ordinary deposits, deposits at the BOJ and others *2. Total of group banks 3. Including apartment loans
*4. Market rate-linked loans include the fixed-rate (spread) loans maturing in less than one year *5. Domestic individual deposits + Domestic corporate deposits

Expand Our Deposit Base by Fully Leveraging Our Solid Sales Platforms and Other Unique Strengths

Provide a diverse range of products and services to support corporate transactions and household finances

[Term-end deposit balance]



[Ratio of liquidity deposits*]

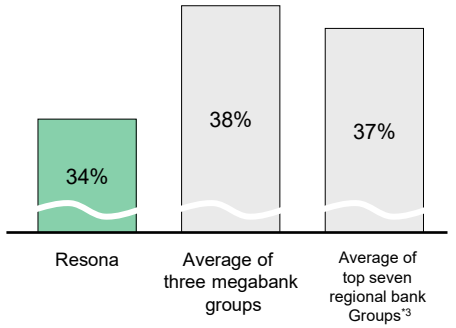
(* Overall deposit balance – Term deposits)

Resona (Sep. 2026)
Approx. **80**%

All domestic banks*2
(Sep. 2026)
73.7%

[Comparison of deposit β with other banks]

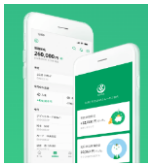
The pass-through rate of policy rate (deposit β)
(FY23→1Q of FY26)



Number of App DLs
11.03 mn
(Sep. 2026)

Digital Channels

At any time, from anywhere



×



Face-to-Face

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

One of the largest number of manned branch offices in Japan
837
(Sep. 2026)

Balance of housing loans
No. **1**
(Mar. 2026)

An extensive network encompassing key markets in Tokyo metropolitan and Kansai areas

Inflow of deposits stemming from inheritance*4
FY25 JPY493.4 bn

Growth rate of total individual assets per customer (from Sep. 2021 to Sep. 2026)

App user **+23%** > Non-app user +16%

Debit card user **+43%** > Non-debit card user +20%

Number of companies naming the Resona Group as their main bank*5
Ranked **3**rd

New mechanisms and services

WESTER Mirai Bank (Tentative)
(Scheduled for spring in 2027)

DG Bank (Tentative)
(Scheduled by the end of FY26)

RESONA PLUS

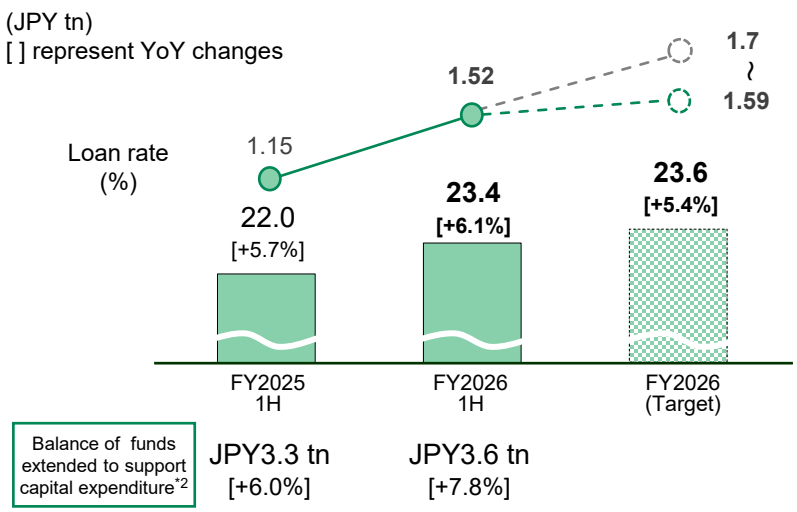
FlexPay

*1. Including public corporations, etc. *2. Domestic banks (banking accounts), based on data from the Bank of Japan's statistics
*3. Top 7 regional banking group by consolidated total assets *4. RB+SR+KMB *5. Total of group banks, TEIKOKU DATABANK (2025)

Corporate Loans

Support customers' business growth by accommodating increasingly diverse funding needs

[Average corporate loan balance*1]



Our strength in and initiatives aimed at supporting the expansion of corporate lending

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

Proportion of six main prefectures*3	GDP	Loan balance
	40% level	**60% level**

- **Full-line of trust banking functions**
- **Customer-relations capabilities backed by our deep roots in communities**
- **Utilizing generative AI and data**
- **Enhancing our ability to handle highly challenging projects**
- **Reinforcing the staff tasked with promoting corporate lending (+Approx. 400 during MMP)**

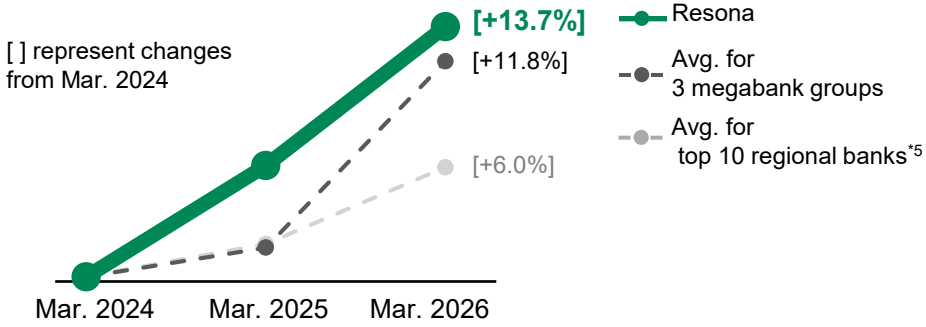
Regrowth of the Japanese economy
Modest inflation remains　Invigoration of capital investment

Changes in social and industrial structures
CX・SX・GX　Declining birth rates and aging societies

Social issues and risks
Geopolitical risks　Labor shortages

[Corporate loans (excluding the financial and real estate sectors, etc.)*4]

- **Outpacing other companies on average in terms of growth in the volume of lending extended to meet demand for funding aimed at supporting corporate growth**



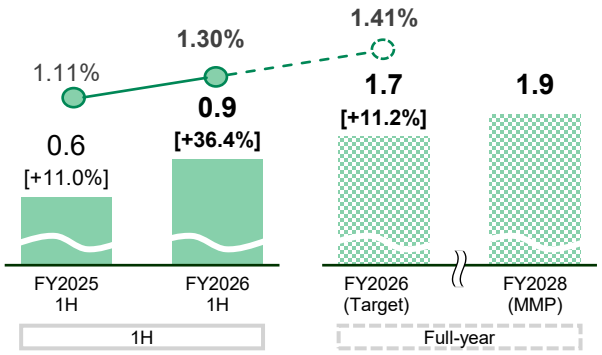
*1. Total of group banks　*2. Excluding the real estate sector, etc.　*3. The Resona Group's main customer regions (Tokyo, Saitama, Kanagawa, Osaka, Hyogo and Shiga)
*4. Based on each company's financial statements. In principle, excludes loans to the government, local governments, other sectors, finance and insurance, real estate, and goods leasing sectors from total domestic loans (banking accounts).　*5. Top 10 regional banking groups by consolidated total assets

Housing Loan Business

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

[Trends of housing loan rate and new origination*1]

(JPY tn) [ ] represent YoY changes

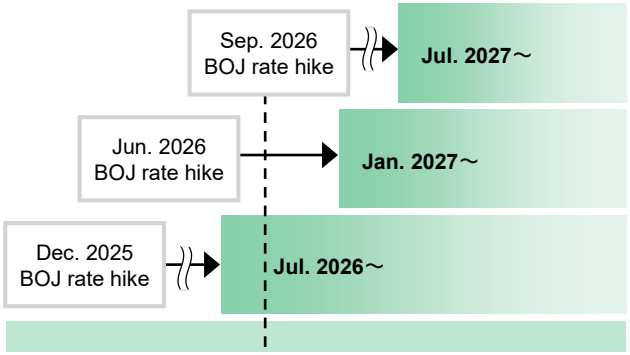


[Resona's competitive advantages in housing loans]

Balance of housing loans
No.1 in Japan
(Mar. 2026)

- ✓ A diverse range of products designed to accommodate customer needs
- ✓ An extensive lineup of group credit life insurance products
- ✓ Convenience of web-based, end-to-end procedures*2
- ✓ A solid business foundation backed by relationships with real estate firms
- ✓ A stable deposit base (→p. 14)

■ The slow-acting effect of policy rate hikes (stock-based)



RORA =

Net income	**Upsides of interest rate hikes**	**Proportion of balance with variable interest rate:** 97% **Rate:** Target for FY26 1.41% (**+0.26%**, YoY)	
	Secure a broader range of transactions with customers as we become their main bank	**Average number of products in transaction** **Approx. 1.6 times*3 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 **12.21%***4	**Long-term, secured loans**
	Resilience against interest rate hikes	**Net loss ratio*5 (0.01)%**	**Substantial stress to screening interest rates** **The effect of the policy rate hike on repayment amounts will be incremental*6**

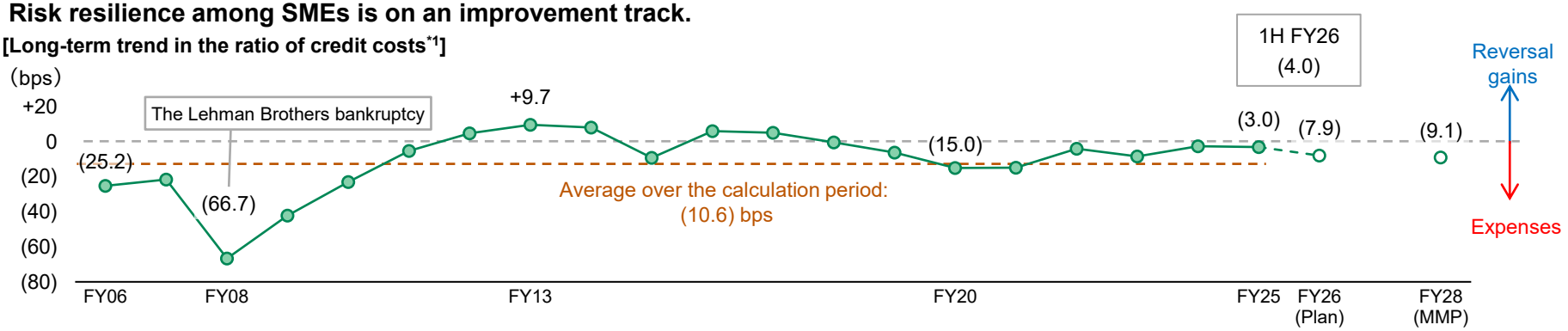
*1. Total of group banks *2. RB, SR *3. Comparison with potential II and III (as of Sep. 30, 2026, RB+SR+KMB) *4. HD consolidated, as of Mar. 31, 2026, non-default *5. 1H of FY26, housing loans guarantee subsidiaries' subrogation ratio x (1-collection after subrogation), residential housing loans + apartment loans *6 The repayment amount remains flat over each successive five-year period, at the end of which it is reviewed and revised; the revised repayment amount is set within a limit of 125% of the previous amount (In the case of variable-rate housing loans)

Credit Costs Control

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

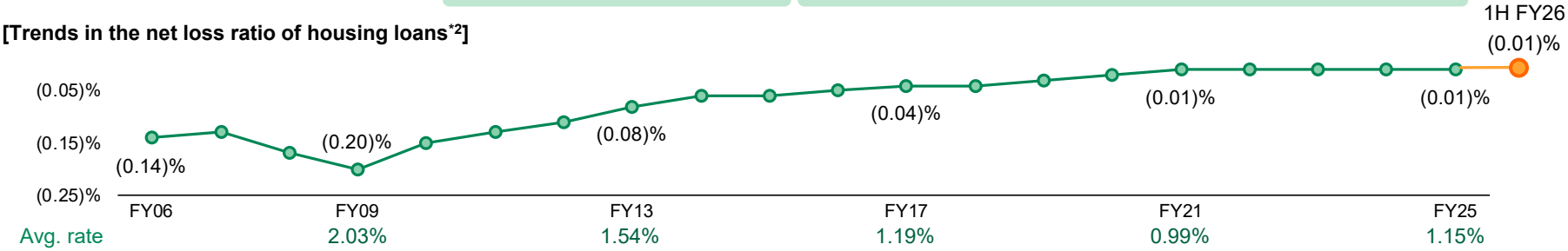
■ **Average ratio of credit costs recorded over the long term (including during the aftermath of the Lehman Brothers bankruptcy) is (10.6) bps. Risk resilience among SMEs is on an improvement track.**

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

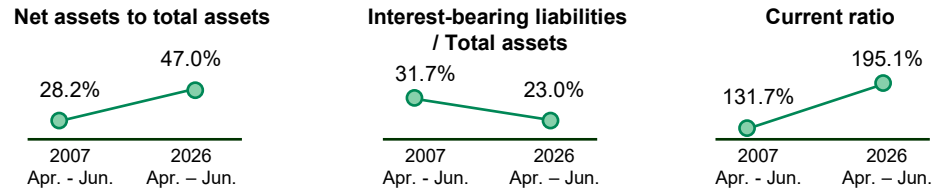


■ **High-quality housing loan portfolio** **Long-term loans backed by collateral** **Stringent screening model ⇒ Substantial stress to screening interest rates**

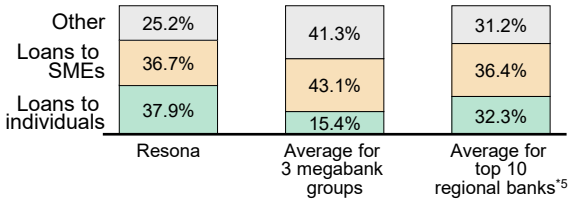
[Trends in the net loss ratio of housing loans*2]



< Stability ratios of SMEs*3 >



< Loan portfolio*4 >

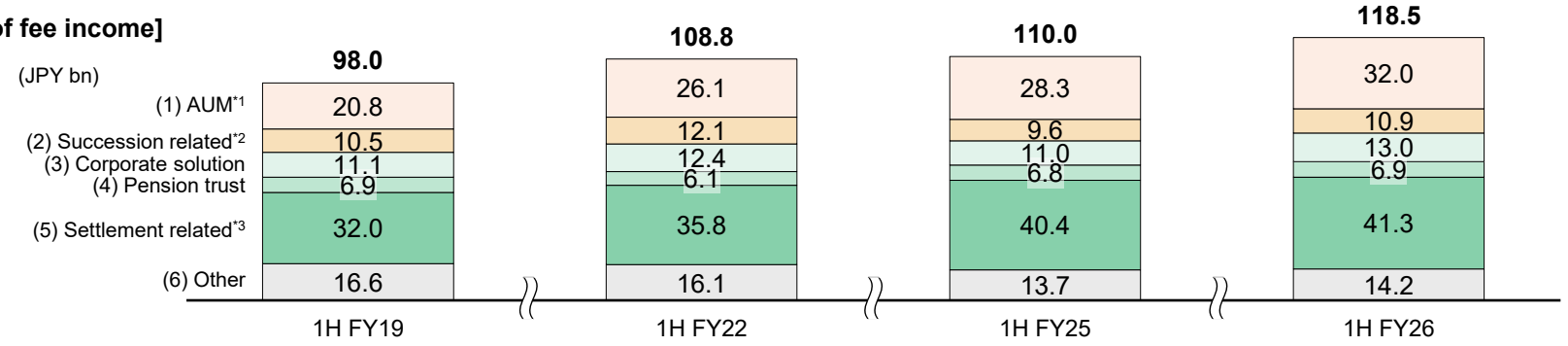


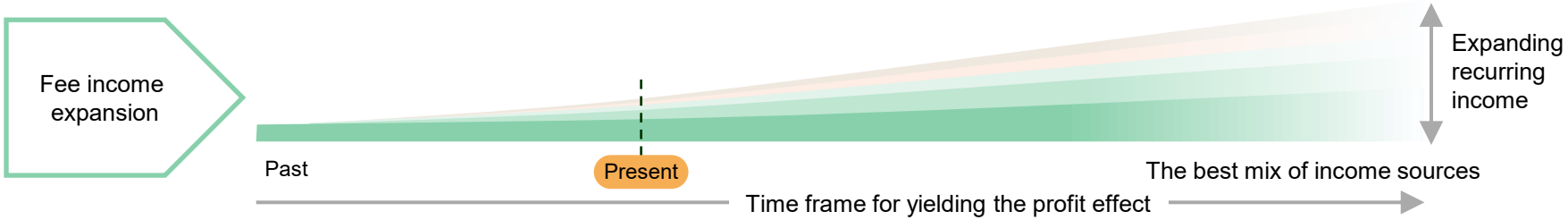
*1. Credit costs / (Loans and bills discounted + acceptances and guarantees), (Simple average of the balances at the beginning and end of the term), HD consolidated basis
*2. Housing loans guarantee subsidiaries' subrogation ratio x (1-collection after subrogation), residential housing loans + apartment 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. 2026) *5. Top 10 regional banking groups by consolidated total assets

Aim to Establish a Stable Earnings Structure Resilient to Changes in the Interest Rate Environment

Constantly introduce and develop diverse measures designed to sustainably expand fee income

[Trend of fee income]



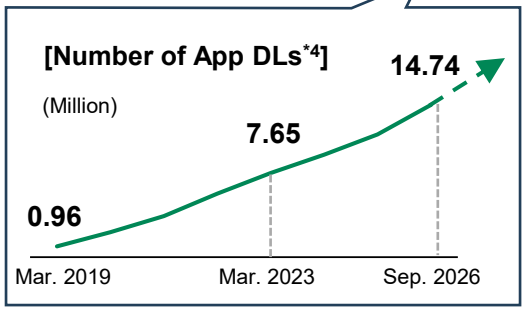


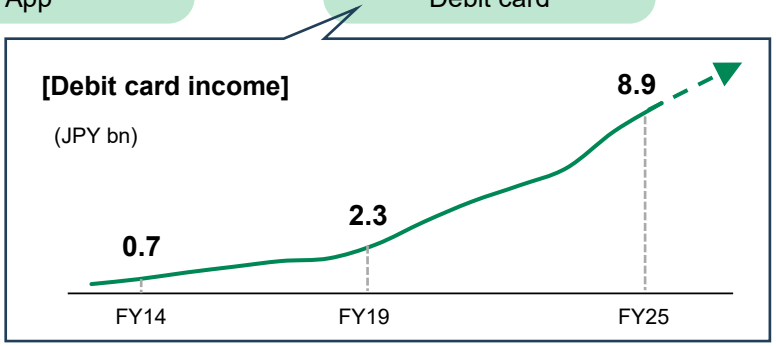
Examples of initiatives to promote immediate profit growth

Fund Wrap

App

Debit card





Examples of initiatives to support future profit growth

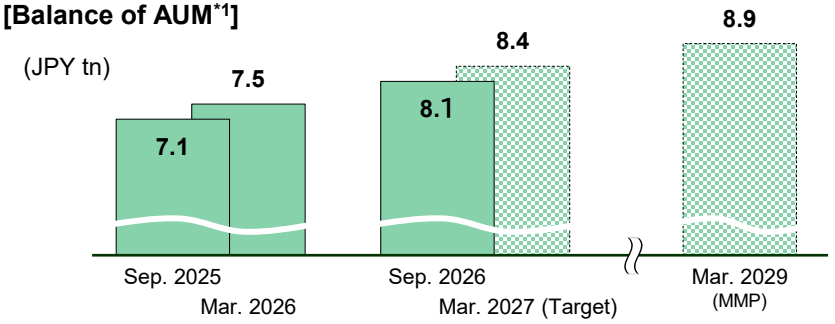
- Resona Plus
- Collaboration with JR-West
- Collaboration with DG
- Collaboration with JCB
- Resona Leasing
- Collaboration with M&A Capital Partners
- ⋮

*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 (1H FY25~ including business matching) and M&A income *3. Fees and commissions from domestic exchange, account transfer, EB, debit card, etc. and fee income earned by Resona Kessai Service and Resona Card *4. Including external group

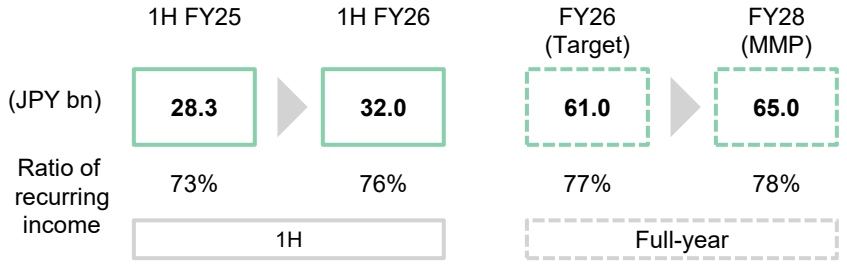
AUM Business

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

[Balance of AUM*1]



[AUM income]



Support asset formation and succession, starting with addressing customer needs

■ Resona's fund wrap (an option for long-term asset formation support)

- Strong affinity with bank customers
- Asset management capabilities backed by our know-how in pension asset management
- NISA options, optional asset succession contracts
- Now available at four regional financial institutions (→p. 32)

[FW*2 income]

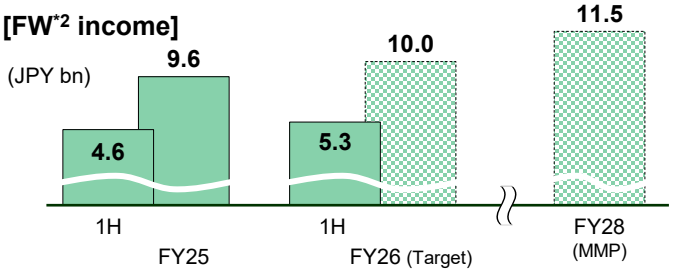
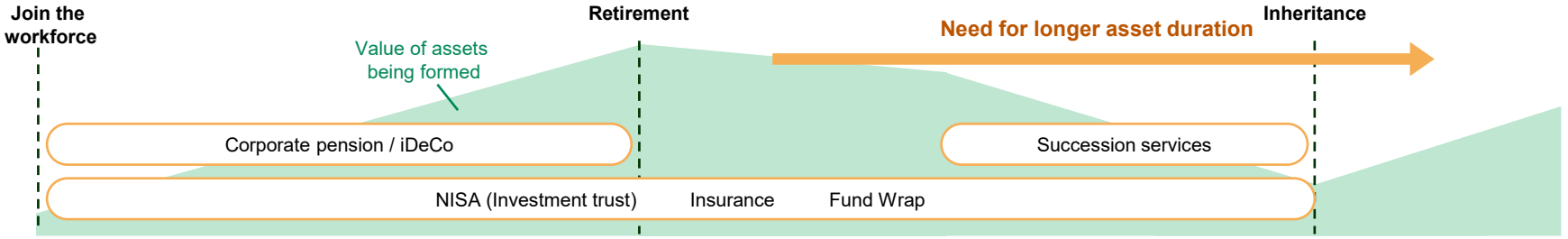


Image of asset formation

Asset management period
-Asset formation via self-help efforts and corporate solutions-

Post-retirement
-Use assets while managing them-

Succession to the next generation

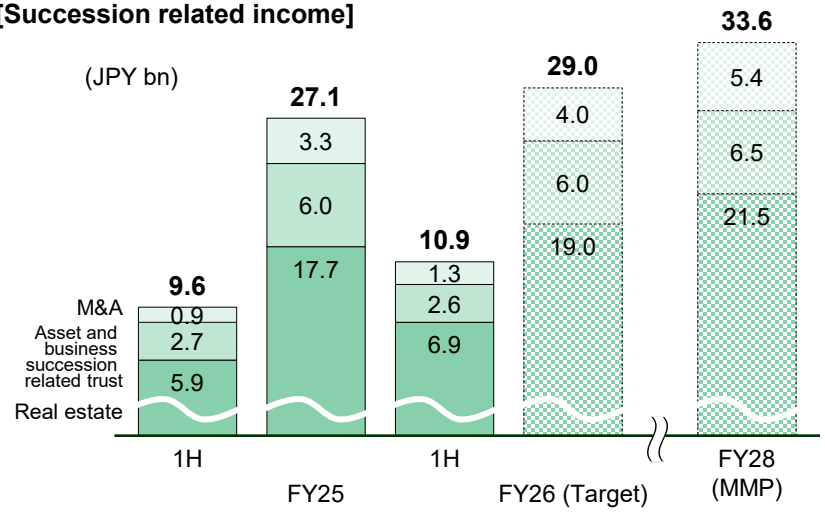


*1. For individual *2. Fund wrap

Succession Business

Provision of assistance assuring the smooth succession of businesses and assets in order to support Japan's sustainable economic growth

[Succession related income]



Commercial bank

Loan, M&A, Asset management

1stop

Trust bank

Real estate, Trust

Co-creation involving external partners

Capital and business partnership with M&A Capital Partners (Nov. 2026)

✓ Expand our partner networks
⇒ Accelerate the formulation and execution of M&A deals

Customer base (Individual: 16 mn, Corporate: 500 thousand)

Network (One of the largest number of manned branch offices in Japan: over 800) / Group companies

[Number of SME owners*1]

SME owners Approx. 3.81 mn

Of which, over 70 years old Approx. **2.45** mn

[Balance of household financial assets*2]

70s or older JPY**648** tn (Approx. 30%)

60s + 70s or older JPY**1,257** tn (Approx. 60%)

[Increase in succession to non-family members*3]

2021 57% ⇒ 2025 **64%**

Trend toward the revision of the unlisted stock valuation system

■ **Providing medium- to long-term assistance that transcends the conventional scope of succession and acting as customers' "running partner"**

Open a transaction	Pre-Succession	Succession	Post-Succession
Corporation	Provide business development assistance: Loan, Settlement, Real estate	M&A, Succession trusts, …	Assist in PMI and other endeavors aimed at achieving further business expansion, etc.
Individual / Owner	Provide assistance to asset formation and management, etc.		Support individuals' asset formation and succession efforts, including those aimed ensuring a smooth transition to successors

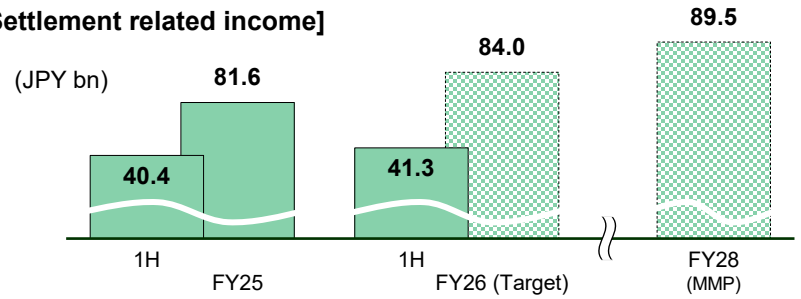
Becoming the customer's "main bank" via multilateral transactions in order to secure deposits with strong retention

*1. The Comprehensive Package of Measures for Supporting SMEs in Business Succession to Third Parties formulated by the Small and Medium Enterprise Agency
*2. "Macroeconomic Analysis Report," Dai-ichi Life Research Institute Inc., August 2025 *3. Source: "Nationwide Survey on the Business Successor Shortage Rate " (2025) undertaken by TEIKOKU DATABANK; represents ratio of "internal promotion," "M&A, etc.," and "successors from external entities"

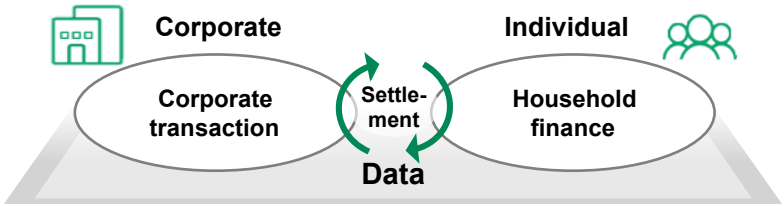
Cashless and DX Solution Business

Expand contact points with customers by providing highly convenient settlement functions

[Settlement related income]



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



Our digital and settlement solutions enhance customer convenience

Group App

■ **Pursue greater customer convenience**

For individual customers		For corporate customers
● # of DLs: Sep. 2026 11.03 mn (+1.32 mn, YoY) ● App Store rating: 4.6*1 ● Resona Plus (→p. 26)	Leverage our know-how	● # of DLs: Sep. 2026 102 thousand (+32 thousand, YoY) ● Introduce services that go beyond the scope of banking functions ✓ Coordinate with corporate cards, handling invoice payments made using credit cards, etc.

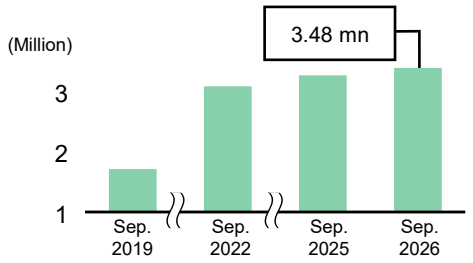
FlexPay

■ **A corporate settlement platform supported by collaboration with 35 banks*2 nationwide**

Debit card

■ **Assist corporate and individual customers in their transition to cashless settlement**

[Number of debit card issued]



Value co-creation with strategic partners

JCB (→p. 29)	DG (→p. 28)	JR West (→p. 25)	Concur (→p. 30)
✓ Capital and business alliance (Oct. 2026)	✓ DG Bank (Tentative)(Planned in FY26)	✓ Planning to establish a joint venture in FY28	✓ Business alliance agreement signed (Nov. 2026)

✓ Collaboration with JCB and DG*3 to achieve the social implementation of settlement using stable coins

*1. As of Oct. 30, 2026 *2. Including Resona group banks *3. Digital Garage

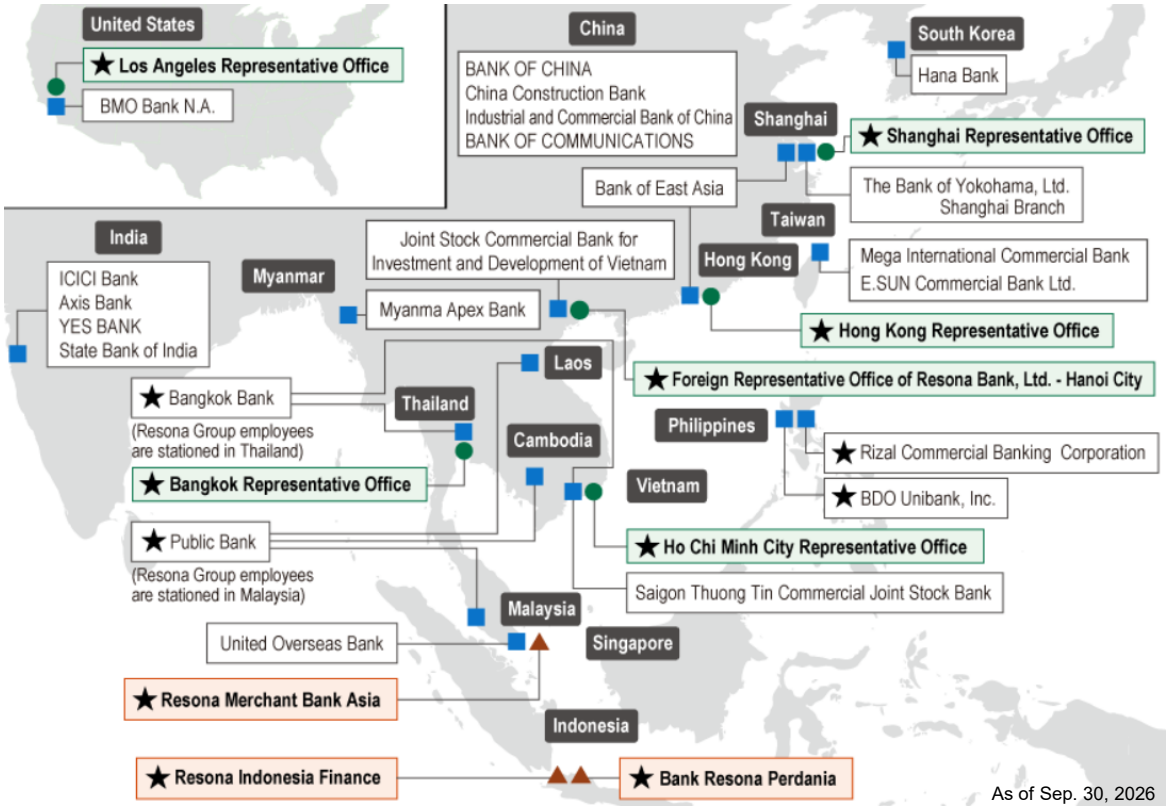
International Business

Support customers' sustainable growth through our overseas network

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

Resona Group employees are stationed in 13 locations

- **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, etc.**
  - Provide information to customers in line with their needs in connection with local laws, regulations, tax systems, business customs, etc
  - Signing of memorandums on business cooperation and partnerships with Tata Capital Limited (India) and SM Prime Holdings (the Philippines)
    - Help customers expand into target countries and develop their local operations



As of Sep. 30, 2026

Signing ceremony with Tata Capital Limited



Signing ceremony with SM Prime Holdings



● Overseas representative offices
■ Partner banks, etc.
★ Offices with Resona Group employees
▲ Resona Merchant Bank Asia
Bank Resona Perdania
Resona Indonesia Finance

Growth Strategies that Address Materiality in a Way that Leverages Resona's Strengths

2-2

Creating next-generation growth drivers

Acquiring new capabilities to continue sustainably providing value amid societal changes

Our New Ways of Doing Business

Strengthening our ability to deliver sustainable value by expanding our operations in peripheral and new business fields

Creating Next-generation Growth Drivers

Functions Strengthen our solution lineups

Customer base Create new contact points with customers

Expand our ability to deliver value

2024 | 2025 | 2026

- Capital and business alliance announced (JR-WEST / WEST)
- Transfer shares of KMB
- WESTER Mirai Bank (tentative name) scheduled for service kickoff in spring 2027

- Jan. 2024 Raised our equity stake in DG*1
- Digital Garage Sep. 2025 DG became an equity-method affiliate
- Launch the DG Bank (tentative name) Project
- Planning to launch services by the end of FY26

- FlexPay Launched
- Announced planned launch of Corporate Banking App
- SAP Concur Business alliance announced

- Unveil “Resona Plus” (RESONA PLUS)
- Make coupon functions available
- Make map search functions available

- Jan. 2024 Resona Leasing became a wholly owned subsidiary
- Oct. 2024 Raised our equity stake in NTT Data Sofia
- olta Capital and business alliance announced; Became an equity method affiliate
- JCB Capital and business alliance announced
- TradeWaltz Capital and business alliance announced
- M&A Capital Partners Capital and business alliance announced

*1. Digital Garage

JR-West: “Our New Ways of Doing Business” Emerging from “A Model for BaaS and Settlement Business that Supports the Circulation of Value within Local Communities”

KPI — **Number of account openings**

FY2026	Immediate	Medium to long term
Launch in spring 2027	500,000	1,000,000

Aim for the further economic development of the Kansai area, a home market for both companies

Unique advantage in the BaaS business available via alliance between JR-West and Resona

JR-WEST × RESONA

An extensive customer base	A diverse range of business platforms enabling the creation of unique privileges
Approx. 12 mn WESTER members	Total length of railway lines: Approx. 4,900 km
The number of ICOCA cards issued: Approx. 41 mn	Approx. 450 retail stores and restaurants
	Approx. 40 hotels

Advantage backed by the combination of digital and face-to-face channels

Resona Group App: No. 1*1 User Rating	Number of manned branches in the Kansai area 524

A path toward creating “Our New Ways of Doing Business”

BaaS

- **Completion of the transfer of KMB shares**
- **Announced the acceleration of schedule for service launch (by the end of FY2027→spring 2027)**
- **Unique campaigns for time deposits leveraging the combined strengths of finance and railways**
  - WESTER points granted and relevant products sold by JR-West

→

- **Attract a greater number of users with good value, highly convenient services**
  - Release unique privileges that leverage JR-West
  - Expand the scope of coordination with WESTER Point
  - Coordinate with the WESTER app

Expand our earnings base by reinvesting capital generated by this endeavors

Settle-ment

Resona
Know-how of settlement
Digital foundation

×

JR-West
Settlement services
Point-granting platform

Planning to establish a joint venture by the end of FY2028

Community building

Resona
A diverse range of peripheral functions centered on finance (banking, trust banking, real estate, etc.)

×

JR-West
Know-how in the development of communities along train lines and the operation of in-station and other commercial facilities

*1. Source: App Ape, provided by Fuller, Inc. (estimated based on a panel of approximately 350,000 users). Survey Overview: Ranked No. 1 in average Google Play rating (rating as of the end of each survey month) among the top 10 banking apps in Japan by monthly active users (MAU: the number of users who used the app at least once during the survey month). Survey Period: April 2025 – March 2026. The survey covers Android devices only. Google Play is a trademark of Google LLC.

Resona Plus: “Our New Ways of Doing Business” in a Form of Next-Generation Retail Financing that Integrates Finance and Everyday Living

KPI **Number of Resona Plus members**

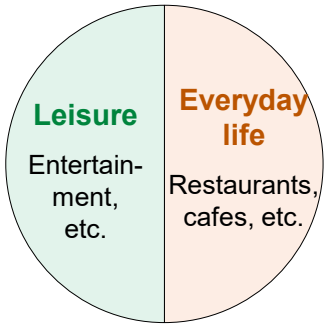
Mar. 2027	Mar. 2029	Mar. 2037
1,000,000 members	4,000,000 members	20,000,000 members

Leverage ideas that transcend the framework of finance to enable customers to enjoy convenience and abundance in their everyday lives

<Features of Resona Plus>

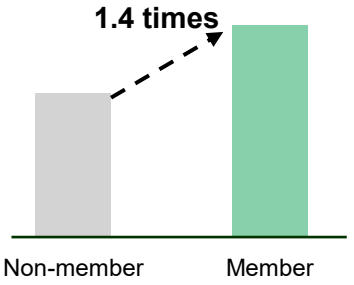
A broad range of usage from everyday life to leisure

【Category of usable coupons】



Higher transaction value per user

【Average monthly transaction value*1】



A path toward creating “Our New Ways of Doing Business”

FY2026 → FY2027 → Medium to long term

Gain widespread recognition and secure users

- **Promotional campaigns (ongoing by the end of FY2026)**
- **Search of store locations where coupon-based discounts are available (Nov.)**
- **Distribution of coupons issued by business partners (planned in Dec.)**

RESONA PLUS

Make your everyday living more abundant

- **Creating a system that enables users to enjoy greater discounts according to their transactional histories**
- **The revamp of point services**
  - Coordination with J-POINT
    - Can be used in settlement at the rate of 1pt = 1 yen
    - Revised terms and conditions for credit cards, etc.

POINT

Further enhance functions available to and the expand the number of users

- **Release unique services**
  - Coupons are automatically applied for members
- **Further expand the scope of alliance partners**
- **Roll out Resona Plus to regional financial institutions through our financial digital platform**

*1. Total of four Group banks, the value of debit card-based transactions in Sep. 2026

Resona Leasing: “Our New Ways of Doing Business” Aimed at Resolving Management Challenges via the Combination of Finance and Asset Solutions

KPI **Balance of operating assets**

Mar. 2024 (Act.)	Mar. 2026 (Act.)	Mar. 2029	Long term
(JPY bn)			More than
229.4	310.0	500.0	700.0

Establish No. 1 position among bank-based general leasing companies serving the middle (SME) market

- **Jan. 2024 Two lease companies*1 became wholly owned subsidiaries (equity stake: approx. 20% → 100%)**
- **Apr. 2024 The two companies merged to bear the new company name “Resona Leasing”**

Resona Leasing × **Resona Group**

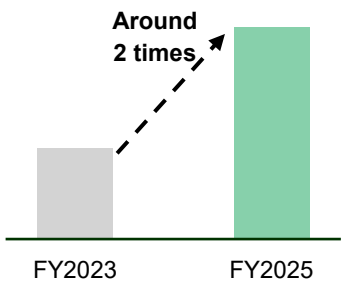
Business network and expertise amassed over the course of history spanning more than 40 years

Customer base

Expand capital investment

Interest rate hikes …

[Number of refer-up deals*2]



A path toward creating “Our New Ways of Doing Business”

Short term → Medium to long term

Expand our customer bases

Develop transactions with Resona Group customers	Customers of partners outside the Resona Group

PMI

- **Develop sales and back-office structures**
- **System integration (Aug. 2026)**

Functional enhancement

- **Expand asset businesses**
- **Deliver value that transcends the framework of the Banking Act**

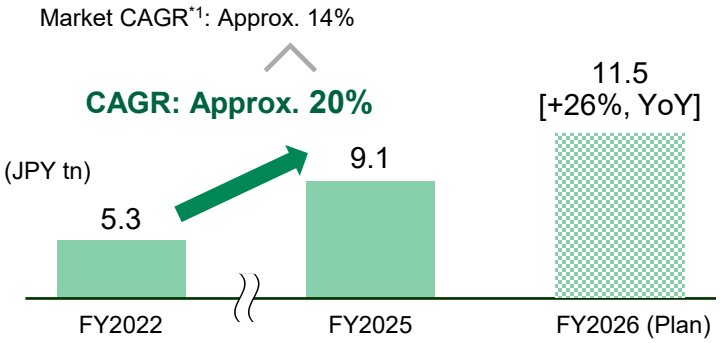
*1. DFL Lease and Shutoken Leasing *2. RB + SR → Resona Leasing

Digital Garage: “Our New Ways of Doing Business” Aimed at Creating a Brighter Future of Settlement

Incorporating the earnings of the growing social/settlement infrastructure company

Providing one of Japan's largest payment platforms

[Trend in the value of annual settlement transactions handled by Digital Garage (DG)]



An example of synergies arising from the alliance

■ **Enhance the lineup of settlement-related products and services**

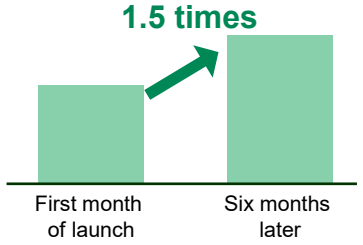
- Resona PayResort+
- CurePort
  - ➢ Settlement service for medical institutions and patients

etc.

■ **Realize a CVC-based alliance**

- OLTA (→p. 29) became an equity-method affiliate

✓ **The volume of liquidity deposits entrusted by corporate users expanded**



A path toward creating “Our New Ways of Doing Business”

Settle-ment

■ **Strengthen our joint operational structure**

■ **Further enhance the lineup of settlement-related products and services**

- Next-generation settlement apps for SMEs
  - ➢ Smartphone-based services for cashless settlement member stores
  - ➢ Web-based applications make it possible to swiftly initiate service usage

■ **DG Bank (tentative name) / BaaS**

- Utilize AI to reduce burden on SME managers in areas of accounting and fund management
- Account opening procedure that is the fastest of its kind in the industry
- Services supporting platform operators that are DG alliance partners
  - ➢ Kakaku.com Group, which runs “Tabelog,” “Kakaku.com,” etc.

CVC

■ **Resona Innovation Partners established**

- Operating a fund worth JPY13 bn
  - ➢ RB formulated a venture debt fund with Fivot*2

Create new businesses via the incorporation of cutting-edge technologies and know-how

*1. “Amount of Cashless Settlement” surveyed by The Ministry of Economy, Trade and Industry, 2022 to 2025
*2. A company boasting a revolutionary AI-based screening model and expertise in LLM-driven data analysis

“Our New Ways of Doing Business” Designed to Support the Circulation of Funds via External Collaboration

JCB

The only international card brand originating in Japan

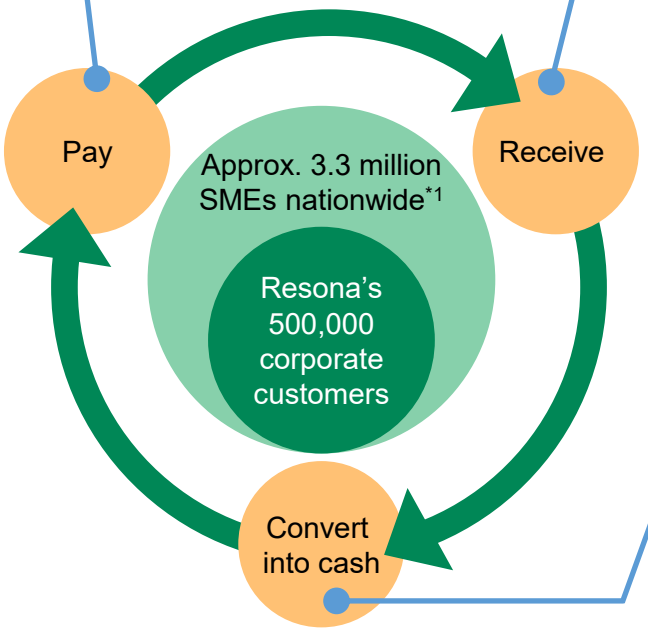
Number of card members:
181.92 million
(up 7.2% from the previous fiscal year)

Number of member stores:
Approx. 72 million
(as of Mar. 2026)

A path toward creating “Our New Ways of Doing Business”

- **Enhance our structure for the provision of settlement services**
  - JCB’s insights × Resona’s manned branch network
  - Utilize Resona Group App for Business and other digital-based customer contact points
- **Create new solutions**
  - Services aimed at enabling member stores to streamline their cash collection processes
  - Full-fledged provision of new technologies, such as UWB*2
  - Roll out “Resona Plus” services using J-POINT (→p. 26)

Rapid transition to cashless settlement · **Labor shortages** · **Inflation** · **Abolishment of checks and notes** · …



Resona’s 16 million individual customers

Make these services available to regional financial institutions via our financial DPF

Digital Garage

One of Japan's largest payment platforms

Volume of settlement transactions handled:	Number of settlement transactions handled:
JPY9.1 tn	1,730 mn transactions

→p. 28

olta

A pioneer in on-line factoring

With a view to an IPO

Number of financial institutions in OEM alliance:
48

A path toward creating “Our New Ways of Doing Business”

- **Initiate the provision of cloud-based factoring**
  - Four Resona Group banks
- **Introduce to our digital channels**
  - Resona Group App for Business

*1. Source: The Small and Medium Enterprise Agency
*2. An abbreviation standing for Ultra-Wide Band, a wireless communication technology that uses an extremely wide frequency band

Concur: “Our New Ways of Doing Business” toward a World without Expense Reports

■ **Nov. 17, 2026 : Announced a business alliance agreement with Concur for an expense management system**

Japanese only

News Release

金融＋で、未来をプラスに。RESONA GROUP

2026年11月17日

各 位

株式会社 りそなホールディングス

コンカーとの経費精算システムにおける業務提携契約について
～個人向けクレジットカード・デビットカードでConcur® Expense との連携開始～

株式会社りそなホールディングス(取締役兼代表執行役社長兼グループCEO 南 昌宏)は、株式会社コンカー(代表取締役社長 橋本 祥生 以下、コンカー)と個人向け金融・決済サービスと経費精算サービスの連携、および連携したサービスの地域金融機関などへの展開に向けた業務提携契約を本日、締結しました。

Resona Group

Everyday payments and digital touchpoints

Approx. 3.5 million debit cards issued

Excellent UI/UX of the Resona Group App

×

SAP Concur

Expense management infrastructure

No. 1 in expense management market share in Japan and globally*1

Promoting cashless payments by expanding external partnerships

Japan's first integration of personal credit and debit cards with Concur® Expense*2

Accelerating a world without expense reports through everyday payment data integration

*1. Source: IDC, "Worldwide Travel and Expense Management Software Market Shares, 2023“
ITR, "ITR Market View: Budget, Expense, and Subscription Management Market 2026," Expense Management Market: Revenue Share by Vendor (FY2014–FY2025 Forecast)
ITR, "ITR Market View: Budget, Expense, and Subscription Management Market 2026," SaaS Expense Management Market: Revenue Share by Vendor (FY2014–FY2025 Forecast)
*2. SAP, the SAP logo, and all SAP product and service names mentioned herein are trademarks or registered trademarks of SAP SE in Germany and other countries worldwide.
All other company names, logos, and product names mentioned herein are trademarks or registered trademarks of their respective companies.

M&A Capital Partners: “Our New Ways of Doing Business” Aimed at Adding Value to the Future of Succession

Expecting early realization of synergies

100 M&A deals

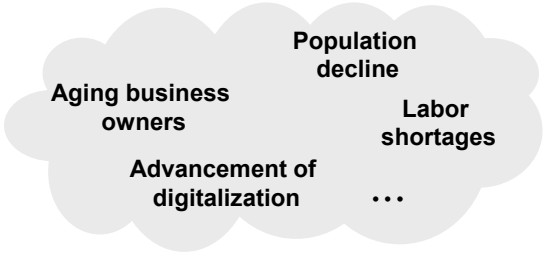
Promoting personnel exchanges

M&A assistance services delivered to a greater number of customers to accommodate their needs

NEW

Nov. 10, 2026
Announced a capital and business alliance with M&A Capital Partners

Business environment surrounding SMEs



[Number of SME owners*1]

SME owners
Approx. 3.81 mn

Of which, over 70 years old
Approx. **2.45** mn

A path toward creating “Our New Ways of Doing Business”

Resona Group

An extensive customer base, which encompasses around 500,000 corporate customers, and business networks in Japan and extending overseas

A wealth of know-how amassed in the course of providing M&A advisory services over many years

A structure enabling us to serve as a “running partner” for our customers, and maintain robust relationships with them, along with capability to address their needs associated with the initiation of business succession

×

M&A Capital Partners

An outstanding track record encompassing a cumulative total of more than 1,000 deals concluded

Provision of a broad range of M&A advisory services from intermediation to FA

Capable of formulating large-scale deals impacting the Japanese economy

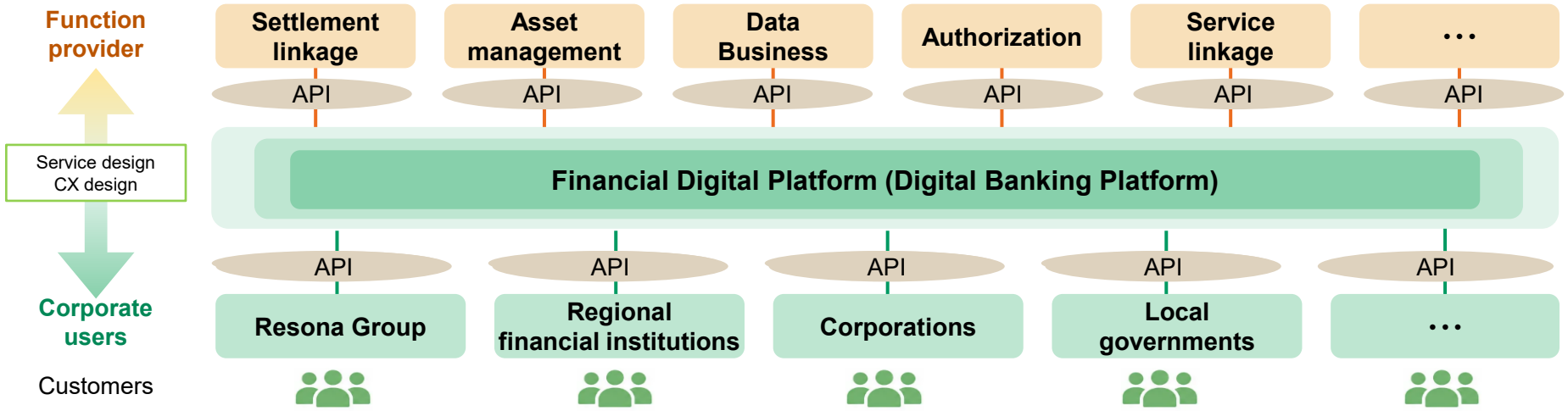
*1. The Comprehensive Package of Measures for Supporting SMEs in Business Succession to Third Parties formulated by the Small and Medium Enterprise Agency

Financial Digital Platform: A Virtuous Cycle Arising from Win-Win Relationships Helps Create “Our New Ways of Doing Business”

<Number of user companies>
14 companies from 13 groups
(including those planning to become users)

<Number of App DLs (Sep. 2026)>
3.71 mn (+35.2%, YoY)

<Balance of Fund Wrap (Sep. 2026)>
JPY164.8 bn (+26.1%, YoY)



Services

Users of our functions

Number of user companies
10 banks from 9 groups (Mar. 2026)
↓
14 companies from 13 groups (including plan)

App		Fund Wrap	Data Ignition	FlexPay	Digital Banking Services
Individual	Corporate				
[Regional financial institutions] ● Mebuki FG (The Joyo Bank, The Ashikaga Bank) ● The Hyakujushi Bank ● The Juroku Bank ● The Keiyo Bank 【Corporations】 ● JR West (plan)	● The Juroku Bank (plan) ● North Pacific Bank (plan)	● The Bank of Yokohama ● The 77 Bank ● The Juroku Bank ● The Keiyo Bank	● The Shizuoka Bank ● The Bank of Iwate ● The Keiyo Bank ● Kiraboshi Bank	● RAKUS	● DGB (plan)

Growth Strategies that Address Materiality in a Way that Leverages Resona's Strengths

2-3

Structural reforms of management platforms

Reforming policies, systems and processes to achieve a more sophisticated income and cost structure

Our New Ways of Doing Business

Advancing our mode of value creation by fully leveraging a combination of "Human capital × Generative AI × Data"

Structural Reforms of Management Platforms

Provide customers with new value via the enhancement of our proposal capability, productivity and operational speed

Human employees take on tasks with higher added value

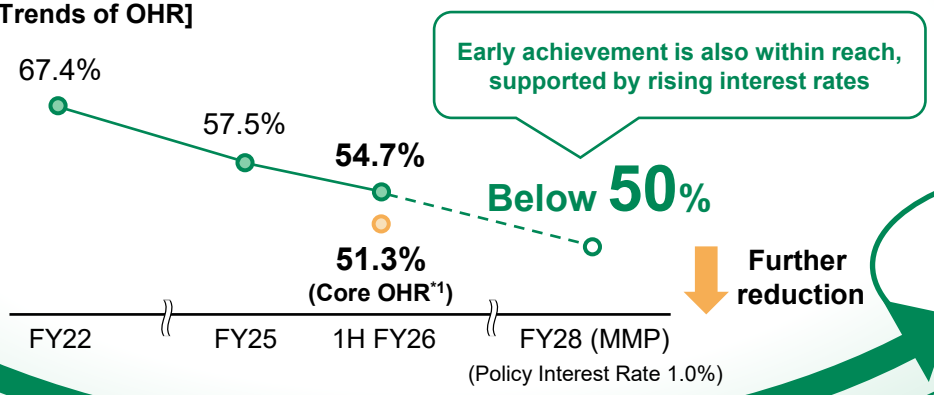
Utilize data to make better judgments

Human capital

OHR reached the low-50% range in 1H of FY2026

Constantly pursue both the enhancement of IT- and human resource-related investment and the rigorous management of costs

[Trends of OHR]



Early achievement is also within reach, supported by rising interest rates

Generative AI

Data

Make our operations smarter

Further enhance the safety and security of our services

Expanding IT-related investment

Previous MMP JPY120.0 bn

Current MMP JPY140.0 bn

- ✓ Strengthening IT security
  ⇒ Strengthening both defense and recovery capabilities
- ✓ Deploying generative AI as standard
- ✓ Developing universal data infrastructure for cross-departmental use
- ✓ Updating infrastructure and business processes

*1. Operating expenses / Gross operating profit (excluding net gains on cancellation of investment trusts and net gains on bonds (including futures))

Workstyle Innovation (AI and Data Utilization)

Enhance the quality and speed of value creation by utilizing AI and data to the maximum extent

Develop and enhance AI platforms and infrastructure / Strengthen AI governance × **To realize genuine data-driven management** × **Human capital development**

- **Established the AX[*1] Strategy Division (Aug. 2026)**
  - Take the lead in AI utilization across the Group
- **Co-creation with Microsoft Japan**
  - "Microsoft 365 Copilot" is made available to 10,000 employees, such as Head Office staff
- **Formulated the AI Policy[*2] (Jan. 2026)**
- **Develop a cross-departmental governance structure for the entire Company**
- **Standardize rules for the introduction, use and development of AI**

- **Established the Data Strategy Division (Apr. 2026)**
  - Taking a comprehensive approach ranging from analysis to governance
  - Promoting the full utilization of data assets
- **Develop AI-ready data**
  - Improve the precision of analysis
- **Alliances with Fujitsu and BrainPad**
  - Transform financial operations across the Resona Group by using AI agents
  - Roll out practical models for use by regional financial institutions

- **Secure 1,500 individuals equipped with highly sophisticated expertise in AI (FY2030 target)**
- **In-house system for certifying employees' AI skill levels (from Lv. 1 to 5)**
  - Develop and update training systems
- **Establish the AI CoE[*3]**
  - Develop AI agents for all departments by the end of FY2026
- **Hackathon-type training focused on how to use generative AI**
- **Co-creation with NTT DATA**
  - Crash-course AI education programs

Examples of AI and data utilization

Enhance both sales capabilities and operational efficiency

<Customer reception provided via monitor[*4]>
- ✓ AI facilitates the swift organization of information and otherwise supports employees
- ✓ Look to cut procedure execution time in half (approx. 30 minutes →approx. 15 minutes)

<Lending operations>
- ✓ App-based drafting of internal approval procedure document
- ✓ AI assistant for lending-related screening
- ✓ Tool for analyzing financial statement data

<AI-based corporate sales assistance tools under development>
- ✓ Transcription and summarization of interviews with clients
- ✓ Hypothesis regarding needs; proposes next actions

*1. AI Transformation *2. https://www.resona-gr.co.jp/holdings/english/about/governance/ai_policy/ *3. Center of Excellence *4. Pilot rollout at nine branches of RB and SR

Reform of Human Resources (Strengthening Human Capital)

Striving to maximize corporate value via the enhancement of investment in human capital

Reduced the workforce to the level prior to the integration of KMFG (～FY2022)

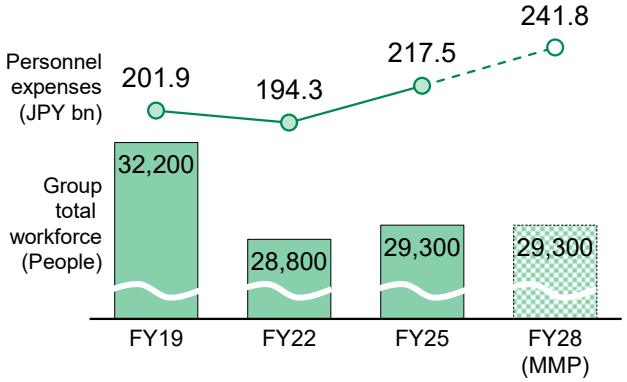
The headcount remained flat even as we enhanced investment in human resources (～FY2025)

Employee higher motivation

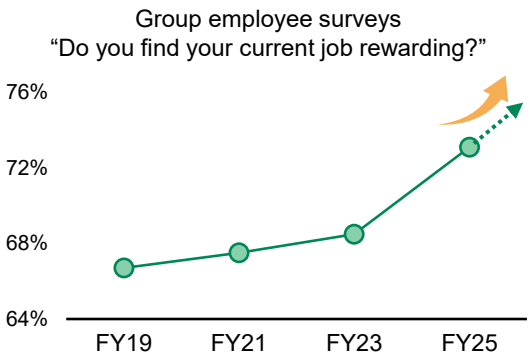
Employee growth and the enhancement of specialist strengths

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

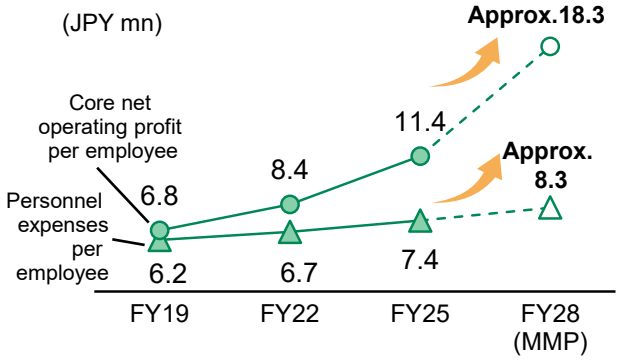
[Group total workforce and personnel expenses]



[Employee motivation]

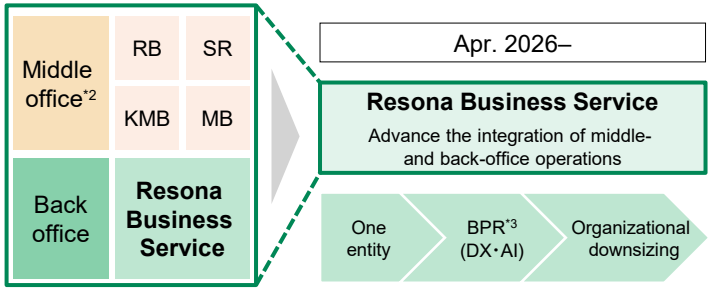


[Personnel expenses per employee / Core net operating profit per employee[*1]]



Consolidate back-office operations and eliminate redundant functions ⇒ Improve productivity while reallocating staff

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



Develop mechanisms for encouraging employees to take on challenges

- Launched in-house venture systems "togaRe"
- Newly included "challenging targets" in the lineup of individual targets set by employees
- Finely tuned wage levels

Behavioral transformation and growth score[*4]

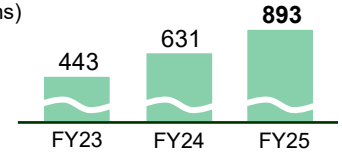
52% ⇒ **65%**

FY25 FY28(Target)

Developing talent with expertise and interpersonal skills

- Nurture human resources with AI expertise
- Newly establish a "Manabi (learning) Fund"
- Enhance the content of boundary-transcending programs (Opportunities to gain business experience and interact with colleagues in a way that transcends organizational frameworks)

[Participants in external training]



*1. Consolidated core net operating profit (excluding net gains on cancellation of investment trusts) / Total workforce *2. Operational Support Office
*3. Business Process Reengineering *4. Average positive response rate to questions related to autonomy, a sense of ownership, and challenge mindset in the employee survey

Growth Strategies that Address Materiality in a Way that Leverages Resona's Strengths

2-4

Acceleration of capital circulation to maximize corporate value

Strategic utilization of expanding capital flows

Our New Ways of Doing Business

Capital management aimed at accelerating a virtuous cycle of capital creation

Capital Management aimed at Accelerating a Virtuous Cycle of Capital Creation

Maintaining financial soundness while expanding growth investment and shareholder returns

Financial soundness

- **Maintain the CET1 ratio[*1] at the 10% range**
  - CET1 ratio as of Sep. 30, 2026: 10.18%

Growth investment

- **Organic growth**
- **Inorganic growth**

Improve corporate value

ROE (TSE standard) target for FY2028

Policy Interest Rate 1.0%	12%
Policy Interest Rate 1.5%	14%

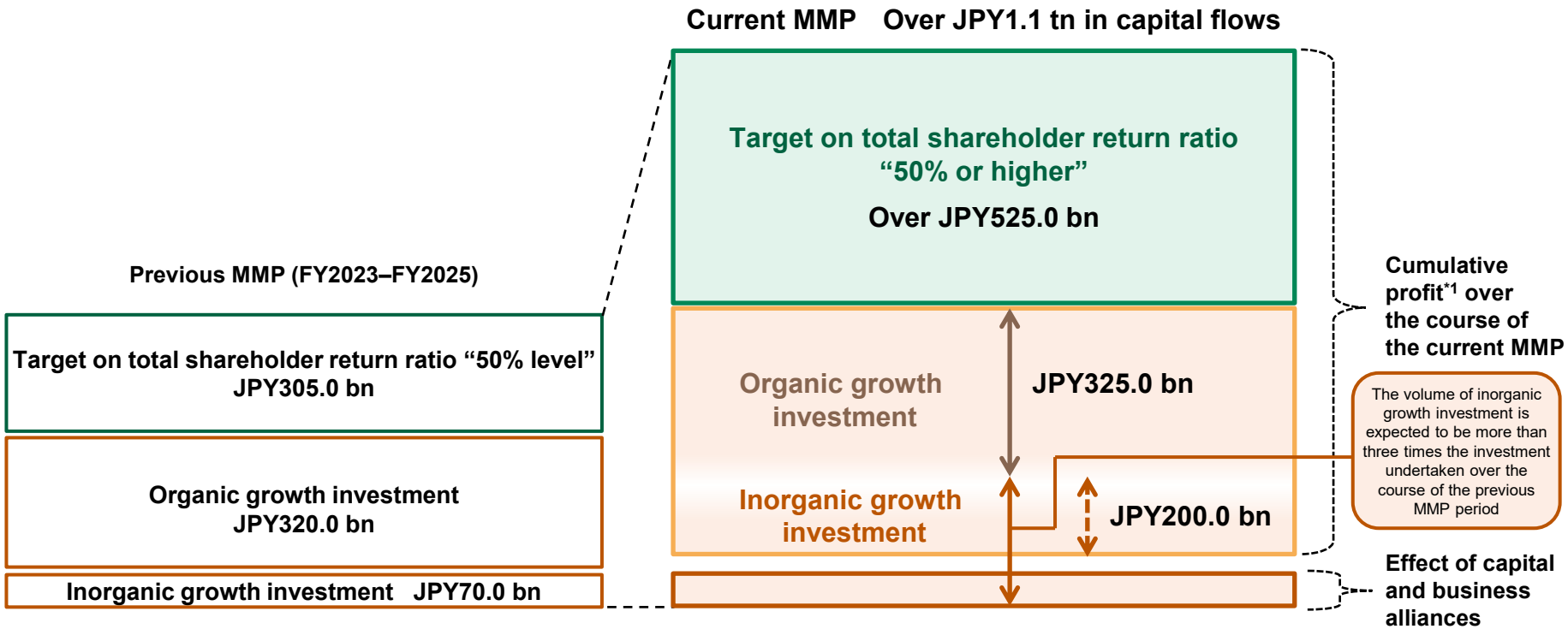
Shareholder return

- **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% or higher," we have established the following dividend-related targets to steadily increase dividends:**
  - DOE[*2] target of FY2029: Approx. 3.5%

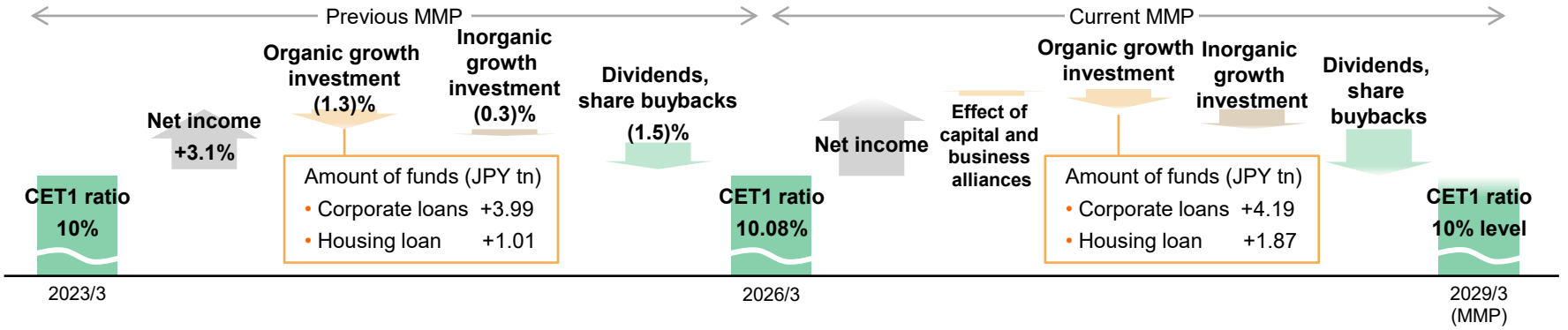
Aiming to enhance shareholder returns by "Stably and sustainably increasing dividends" + "Flexibly executing share buybacks"

*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

How We Utilize Capital



[Previous MMP (FY2023-FY2025) + Current MMP (FY2026-FY2028)]



*1. Conceptual view at the time of the current MMP announcement

Trends in Shareholder Returns

Shareholder returns

<Released in May 2026>

Common DPS

+**8** yen (forecast)

Share buyback[*1]

Up to JPY**35.0** bn

(Acquisition completed on Aug. 4, 2026)

+

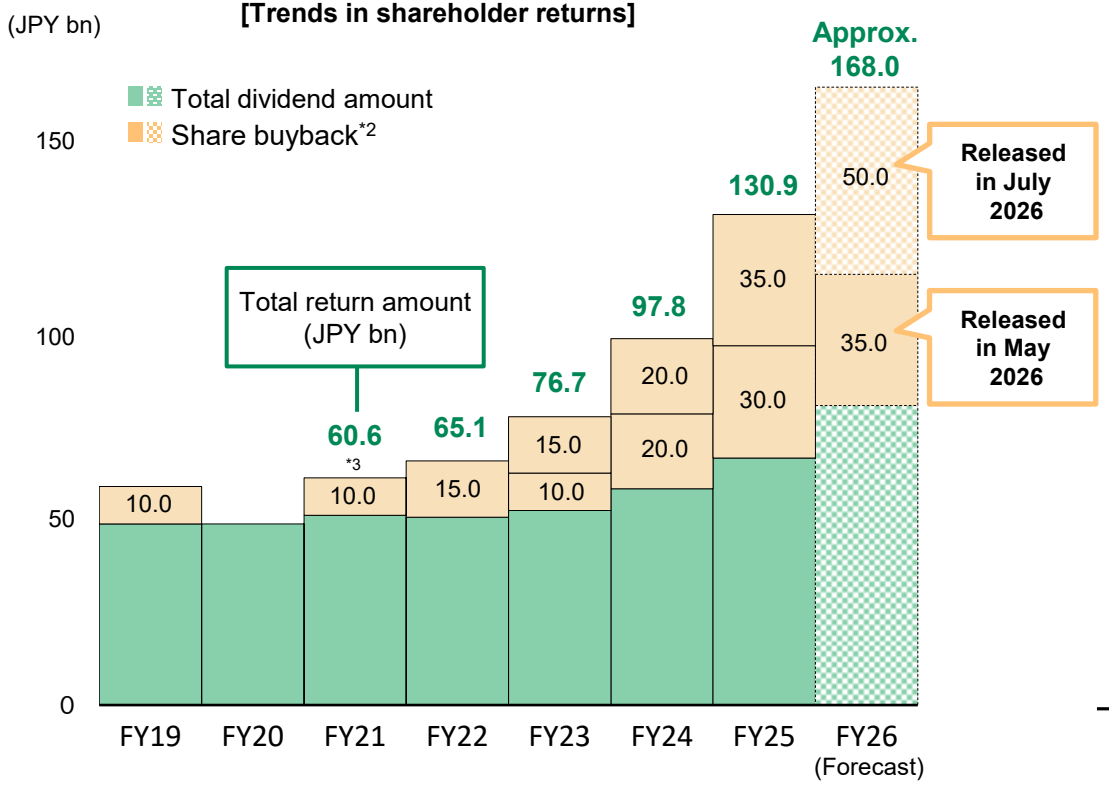
<Released in July 2026>

Share buyback

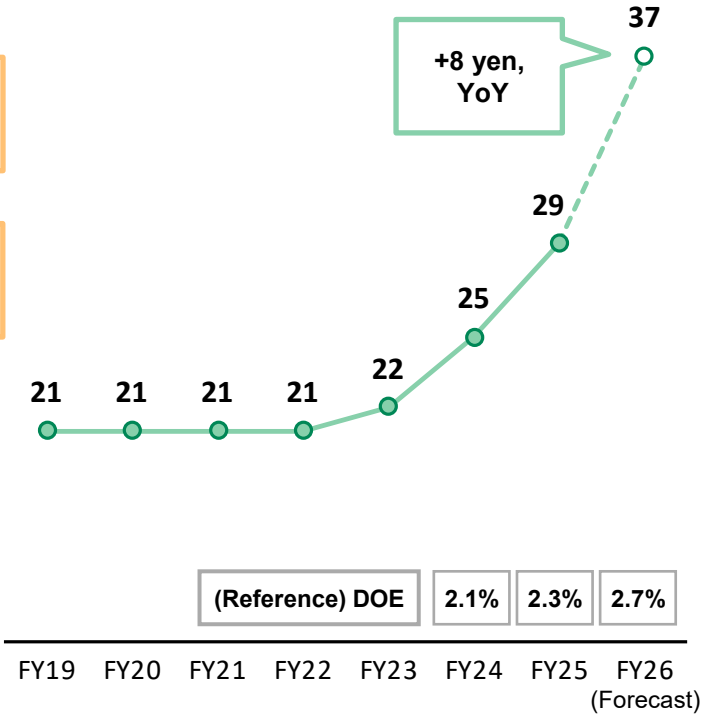
Up to JPY**50.0** bn

(Acquisition by Jan. 31, 2027)

[Trends in shareholder returns]



[Trends in common DPS (yen)]



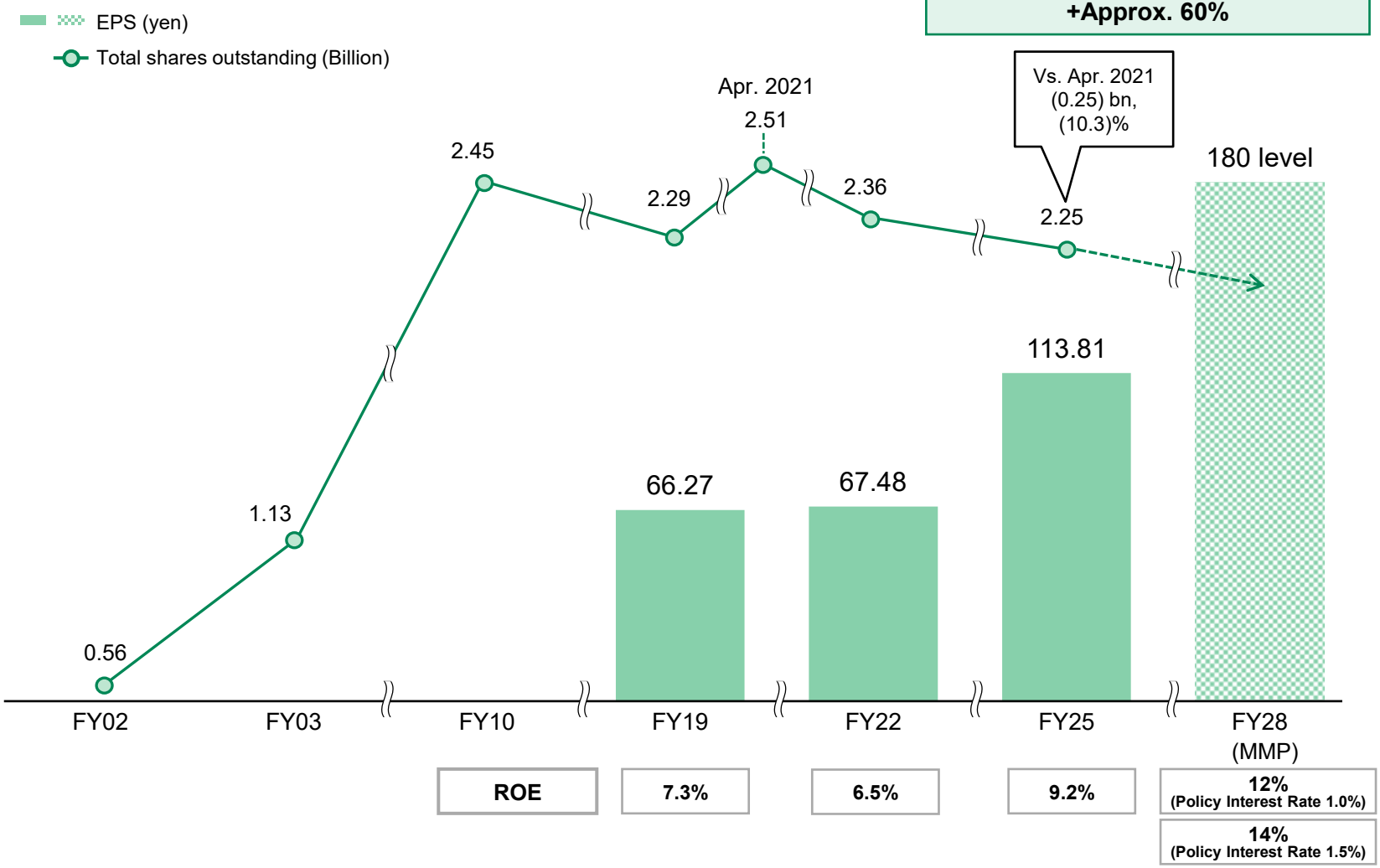
*1. Treasury shares will be held up to approximately 5% of the total number of outstanding shares (excluding the shares owned by the ESOP-type Stock Benefit Trust for the Employee Shareholding Association and the Stock Benefit Trust for officers and employees) *2. The amount of treasury stock acquisition is rounded to the nearest hundred million yen
*3. Implemented share buyback (JPY40.9 bn, 88 mn shares) to neutralize dilutive effect on EPS from making KMFG a wholly owned subsidiary of HD 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 total shares outstanding at fiscal year-end*1 / EPS]

EPS growth rate (FY25 ⇒ FY28): +Approx. 60%



*1. Excluding treasury shares

Policy-Oriented Stock Holdings*1

Total of Group Banks

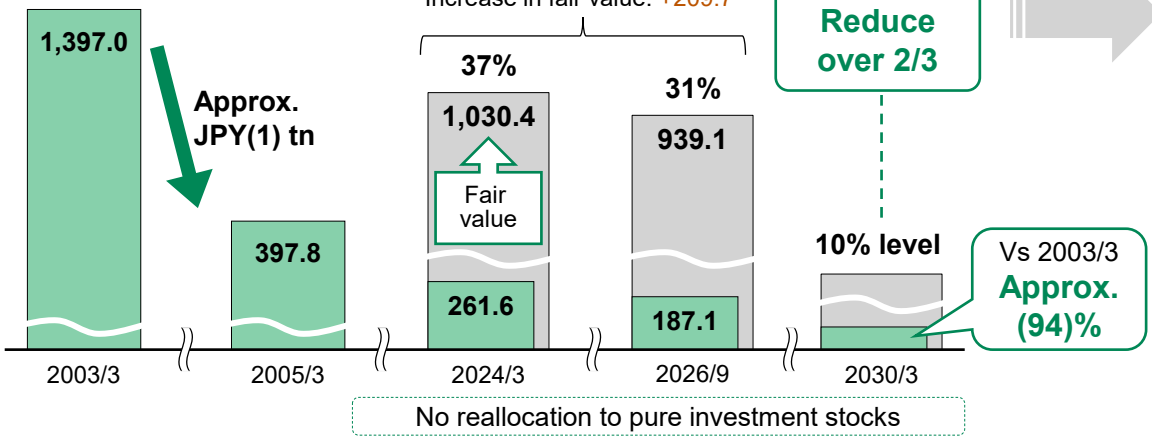
Create new value to be delivered to customers/
Create management resources that can be allocated to growth investment and structural reforms

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 10% level**
(Will reduce the ratio to the 20% level at the end of Mar. 2028 in the best-case scenario)

[Trends in stock holdings*2]

(JPY bn)
(% represents the fair value-based ratio to consolidated net assets)



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

<1H of FY26 (Act.)>
Balance of listed stocks disposed (acquisition cost basis): JPY7.3 bn
Net gain on sale:
Total of group banks JPY33.2 bn
HD consolidated JPY32.8 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

3

Sustainability Initiatives that Support the Sustainable Enhancement of Corporate Value

Materiality KPIs (1)

The Future Society We Hope to Realize

For a Brighter Future

- A society brimming with vitality
- A society where people can live in happiness and prosperity
- A sustainable society connected to the next generation

Materiality

Four areas that the Company needs to tackle first

- Development and vitalization of regional societies through industrial growth
- Creation of next-generation retail finance
- Realization of security and abundance in daily life amid declining birth rates and aging societies
- Realization of an abundant future society spanning future generations

Materiality KPIs

■ Redefined our conventional “Long-Term Sustainability Indicators” through the addition of KPIs relevant to certain business fields to better secure sustainable improvements in social and corporate value

Value creation capability indicator

14.2 million cases (FY2025) ⇒ 20 million cases (FY2030 (Target))

FY2025 / Mar. 2026 ⇒ FY2028 / Mar. 2029 (MMP)

Year-end balances of corporate[*1] deposits and loans JPY51.4 tn ⇒ JPY58.3 tn	Succession related income JPY27.1 bn ⇒ JPY33.6 bn
Number of Group App downloads 10.37 mn ⇒ 14 mn	Cashless payment transaction volume JPY2.4 tn ⇒ JPY3.5 tn
Residential housing loan origination JPY1.5 tn ⇒ JPY1.9 tn	Pension trust assets JPY6.9 tn ⇒ JPY7.2 tn
AUM balance (including deposits)[*2] JPY47.1 tn ⇒ JPY51.0 tn	A growing number of people receiving our financial and economic education

FY2030 (Target)

RTF[*3] target (Cumulative total) JPY15 tn (Up from JPY10 tn)	CN[*4] target (Scope 1 & 2) Net zero

Portfolio GHG emissions（Scope 3） Net zero (2050)

Interim target for the energy sector (Portfolio carbon intensity) 100-130gCO2e/kWh

*1. Including public corporations, etc. *2. Held by individuals *3. Retail Transition Financing *4. Carbon Neutrality

Materiality KPIs (2)

The Future Society We Hope to Realize	Materiality	Materiality KPIs		
		■ Redefined our conventional “Long-Term Sustainability Indicators” through the addition of KPIs relevant to certain business fields to better secure sustainable improvements in social and corporate value		
				FY2030 (Target)
Management platforms that help realize the future society	Two in-house issues the Company needs to tackle to realize the future society			
	Strengthen human capital	Improvement of Well-being indicator		
		Human Resource Strategy	KPIs of six drivers →See p.46 for details	Behavioral change and growth score*1 65% (FY2028 (MMP))
		Women’s empowerment	Ratio of women directors and executive officers (HD) 30% or more	Ratio of women senior managers (HD + four group banks) 20% or more
	Establish resilient governance	Higher ratings from ESG rating agencies		

*1. Average positive response rate to questions related to autonomy, a sense of ownership, and ambitions in the employee survey

Six Drivers for Realizing Human Resource Strategy

HD + 4 Group Banks

Drivers	Non-financial targets	FY2025	⇒	FY2030 (Target)
[1] Leadership	◆ Ratio of women line managers	36.3%	⇒	40% or more
	◆ Ratio of mid-career employees to the overall number of managers	14.4%		18%
[2] Transcending boundaries	◆ Ratio of mid-career employees or individuals with boundary-transcending experience*1 to the number of newly appointed senior managers	66%	⇒	100%
[3] Specialty	◆ Number of highly specialized human resources by course*2	493	⇒	630
	◆ Number of human resources with consulting qualifications	7,026		7,500
	◆ Number of human resources who have learned AI application skills	30		1,500
[4] Employee autonomy & support	◆ Percentage of people who have applied to in-house job postings	10%	⇒	20%
[5] Job fulfillment	◆ Ratio of positive responses in employee awareness surveys (i) A sense of fulfillment in work (ii) Openness of workplace communications	(i) 73% (ii) 80%	⇒	Increase the ratio
[6] Worker friendliness	◆ Ratio of annual paid leave utilized	86.9%	⇒	88%

*1. Training involving overseas assignment, external secondment or external dispatch
*2. Individuals with high-ranking certification acquired via in-house specialist training courses or similar certification

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

Accelerate value creation by facilitating the widespread recognition of our Purpose, “Beyond Finance, for a Brighter Future.” within and outside the Group

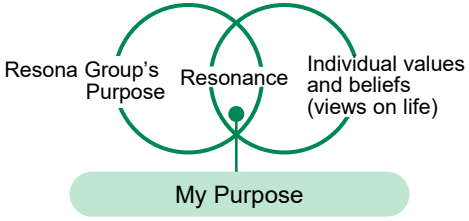
Securing a keen awareness of the Purpose among employees

■ A “My Purpose” Project that empowers 30,000 employees to establish their own purposes

- All employees created their personal versions*1 of the Purpose via workshops
- Periodically host workshops aimed at helping employees gain a deeper insight into their personal version of the Purpose

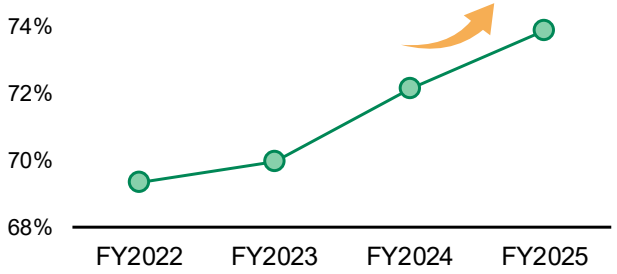


A “My Purpose” Workshop



■ Improvement across our workforce in the Well-Being Indicator

Group employee surveys
“Do you feel a sense of fulfillment in both your day-to-day work and private life?”



Put our Purpose into practice through co-creation with B.LEAGUE

■ Create social and economic value and realize our Purpose through co-sponsorship activities

- Bring together the Resona Group’s “Beyond Finance” proposals and the “power of sports” advocated by B.LEAGUE to facilitate co-creation involving a diverse range of stakeholders focused on addressing the priority themes of “regional vitalization,” “next generation,” “DE&I” and “business co-creation”

Regional vitalization	Next generation
• Operate our corporate booths at arenas nationwide • Business matching aimed at connecting clubs and our corporate customers	• Kids’ Money Academy (collaboration with B.LEAGUE) • Provide financial and economic education for young athletes
DE&I	**Business co-creation**
• Operate food drives in tournaments for which we serve as the title partner • Resona seats (provide children with opportunities to watch games at arenas)	• Utilize our financial functions and networks to plan and promote the creation of new value based on a concept of “Beyond Finance”



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

Social Contribution and Regional Vitalization Initiatives

Implement initiatives that transcend the framework of finance

Saitama Prefecture **Regional vitalization projects through "Labo Tama[*1]"**

- **The only company in Japan whose proposal was adopted as a Public-Private Partnership Project for the Facilitation of Financing Capability (B Type)**
  - Formed a consortium aimed at bringing vitality to the tourism sector in areas around Kinchakuda, including Hidaka City, and thereby facilitating the circulation of funds within the local communities
  - Aim to establish a model demonstrating the basic concept of tourism-based town building as well as a model for town building in which we serve as a long-term running partner



- **Launched the "Senior Switch" project aimed at empowering seniors to remain active as community members**
  - Helping seniors maintain connections with their communities while discovering places where they can thrive
    ⇒ Support self-actualization and community participation



Kansai Region **Inject vitality into the Kansai area's economy by building on the legacy of the Expo**

Initiatives to build on the legacy of Expo 2025 Osaka, Kansai, so that its outcomes and values help create a better future

- **Held "Resona EXPO Re:Future" (Aug. 21 to 23, 2026)**
  - Reproduce the exhibitions and visitor experiences that attracted public attention at Expo 2025.
    Additional advanced technologies were also unveiled

More than 80 exhibits were presented

Resona EXPO Re:Future

The site hosted around 23,000 visitors

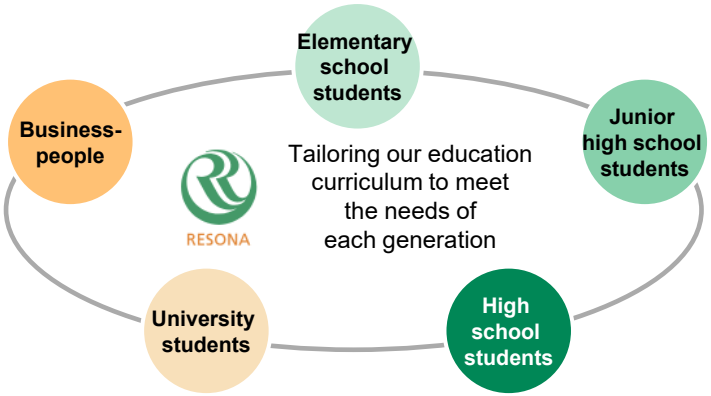
Initiatives that enhance the general public's financial literacy through financial and economic education

- **Aiming to realize financial well-being for all**

[Results of 1H of FY2026 activities[*2]]

Number of events
Approx. 500

Number of participants
Approx. 23,700





Providing lectures and other programs that meet the needs of each generation

Face-to-Face × Digital

Creating games by leveraging insights gleaned via face-to-face channels



Game content linked with actual stock prices was co-developed with Tokyo Shoseki Co., Ltd.

*1. Regional Design Laboratory of Saitama, a subsidiary established via the framework of an "advanced banking service company"
*2. Figures cover educational activities for students, excluding online sessions

Initiatives that Address Social and Environmental Issues

Retail transition finance

■ **Expand the scope of assistance provided to retail customers even as we act as their "running partner" to help them update their awareness and transform their modes of behavior**

(Support customer initiatives aimed at addressing social and environmental issues)

- Upward revision of targets

Cumulative total of transition financing from FY2021 to FY2030: JPY10 tn → JPY15 tn

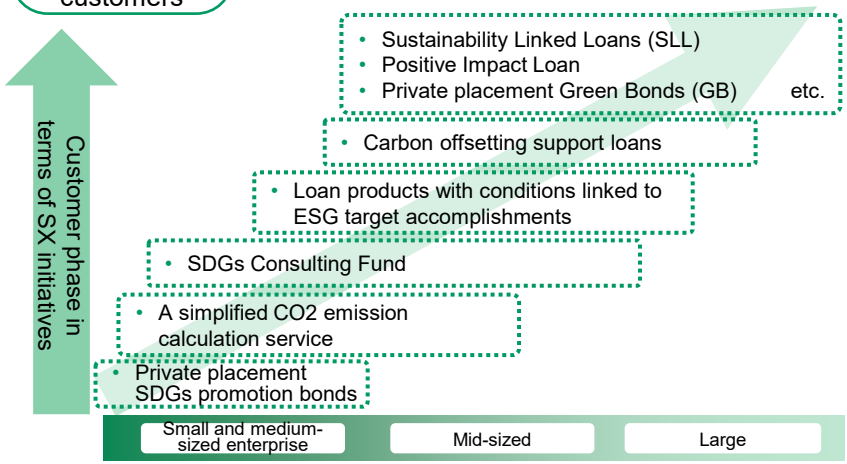
- FY2025 results

Cumulative total in FY2025: JPY7.6 tn

Total in FY2025: JPY1.9 tn

- Content of support

For corporate customers



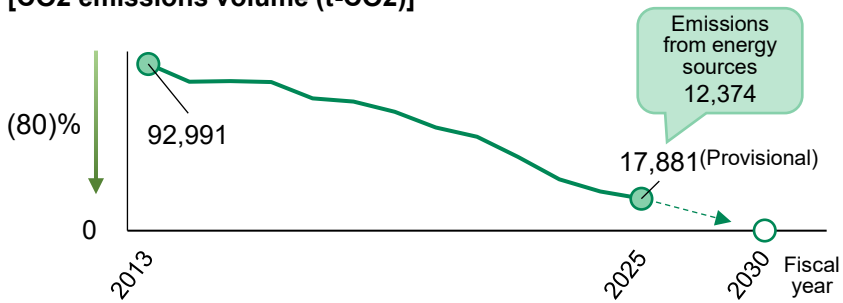
For individual customers: **Supporting the popularization of eco-friendly housing**

Carbon neutrality -Scope 1 & 2-

■ **Aiming to achieve net zero emissions by the end of FY2030**

- Expand the use of renewable and other clean energy as we place utmost priority on reducing CO2 emissions associated with energy use, which accounts for around 80% of our overall emission volume

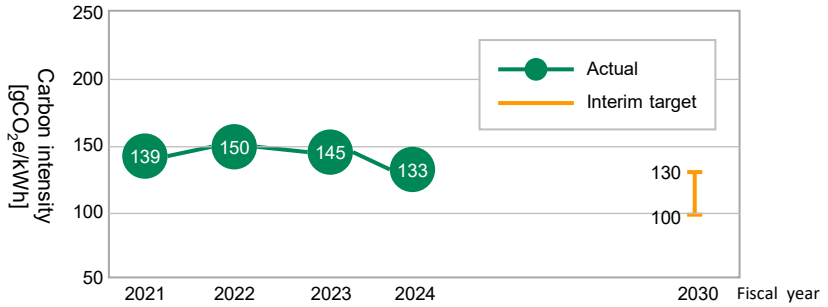
[CO2 emissions volume (t-CO2)]



Carbon neutrality -Scope 3-

■ **Aiming for net-zero emissions in terms of GHG emissions from the investment and financing portfolio by 2050**

- Regarding the energy sector, which is one of the priority sectors, an interim target for Financed Emissions has been set as a measure.



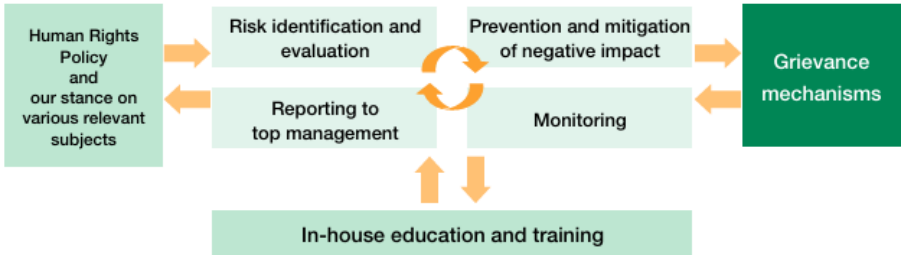
Respect for Human Rights and Preservation of Natural Capital

Respect for Human Rights

■ **Maintain and enhance stakeholder trust by preventing and mitigating adverse human rights impacts and providing appropriate remedies**

- Conduct human rights due diligence under the Human Rights Policy
- Seek remedies through appropriate procedures if adverse impacts occur

[Human Rights Due Diligence Process]

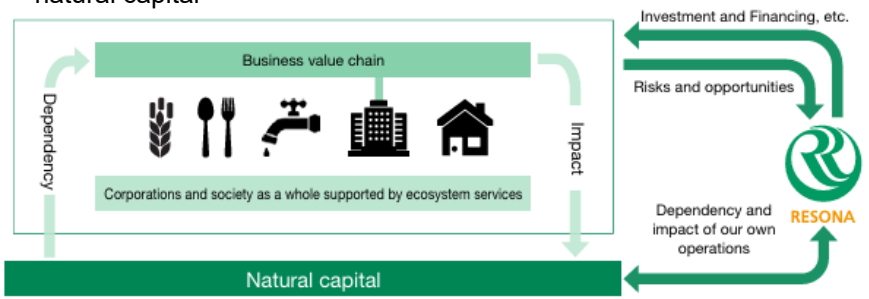


		Response to human rights risks / human rights due diligence	Grievance mechanisms
Customers	Borrowers	• Clarify our stance on respect for human rights • Assess customers' ESG initiatives through business evaluation	• Report feedback and complaints to the Compliance Committee quarterly. Investigate in line with the reporting party's wishes and take corrective action on identified issues.
	Individuals	• Policy on Customer-Oriented Business Conduct, Personal Information Protection Declaration	
External businesses		• Policy regarding Purchasing Activities; Declaration on Partnership Building • Questionnaires for outsourced service providers	• Resona Legal Counsel Hotline
Employees		• Assessments for employees in Japan and overseas • Policies and guidelines to address harassment • Human rights training and awareness	• Resona Legal Counsel Hotline and Resona Compliance Hotline (internal and external contacts)

Initiatives to preserve natural capital

■ **Seize business opportunities arising from demand for novel types of finance that support the preservation of natural capital and transition to a circular economy**

- Relationship between businesses, including financial institutions, and natural capital



- Impact on customers

Key risks	Key opportunities (e.g., transition to a circular economy)
• Raw material shortages and higher procurement costs • Business disruption from disasters, etc. • Higher costs to respond to policy changes and tighter regulations • Reputational risk from inadequate responses	• Shift to more efficient services and processes • Develop products and services that use fewer resources • New business opportunities, including realizing the economic value of local natural resources

- Impact on and response by Resona

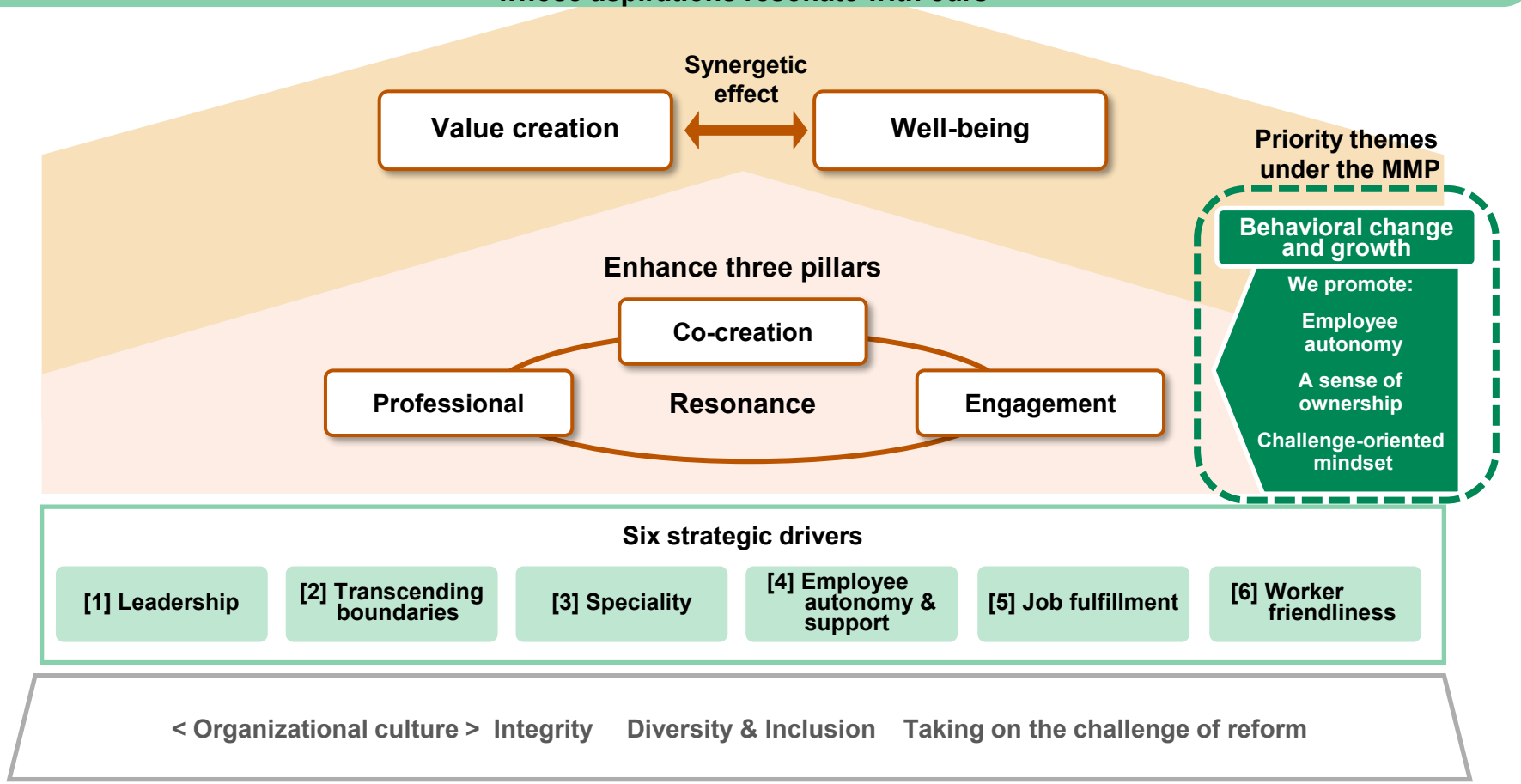
Key risks	Key opportunities
• Higher credit costs as customers' business performance deteriorates • Increased reputational risk from inadequate responses	• New funding demand • Develop financial products and services • More business matching opportunities

Overview of Our Human Resource Strategy

Continue to pursue a virtuous cycle of facilitating value creation and improving employee well-being

Priority themes for our human resource strategy were identified to accelerate “resonance” among three pillars

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



Diversity & Inclusion

Create a workplace that enables employees to achieve success in an even broader range of business fields and realize their full potential by building on progress in women's empowerment

Continue to develop and promote women leaders

Ratio of women	2026*1	FY2030 Target
Directors and executive officers*2	9.6%	30% or more
Senior managers*3	17.6%	20% or more
Line managers*3	36.3%	40% or more

(Reference) The ratio of female managers nationwide*4:
General manager or equivalent positions 9.2%　Manager or equivalent positions 13.2%

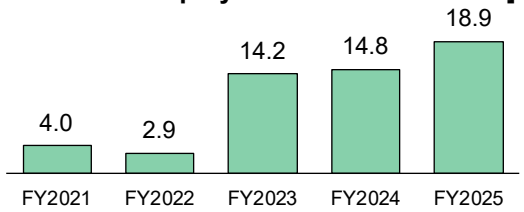
The ratio of female line managers rose stably



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

- The ratio of male employees who took paternity leave has been consistently high, with the FY2025 ratio totaling 100.2%
- Facilitate the well-planned utilization of childcare-related leave programs
  - ➢ All the 28 days of postnatal paternity leave are expected to become paid leave (Oct. 2026-)

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



Introduced a Heartful Fund (Jun. 2026)

- Foster a workplace culture of mutual support by showing our gratitude for employees who back up colleagues whose working hours are shortened due to engagement in child rearing and nursing care

Step up the nurturing of next-generation female leaders

- Sponsorship system ⇒ Enable candidates to gain robust business experience with an eye to promoting them to higher positions
- Career education based on job ranks subject to training ⇒ Form a pool of managerial candidates
- Boundary-transcending learning ⇒ Help candidates broaden their perspective
- Networking seminars for female employees who serve as group leaders at Head Office ⇒ Facilitate interactions among such employees while enhancing their career awareness



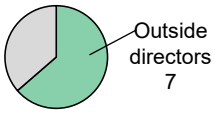
*1. Directors and executive officers as of Apr. 1, 2026, senior managers and line managers as of the end of March
*2. HD　*3. HD + four Group banks　*4. Ministry of Health, Labour and Welfare (Jul. 2026)　*5. RB + SR

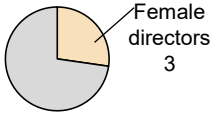
Sophisticated Corporate Governance System

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

Board of Directors

- **Independent outside directors account for the majority (63%) of the Board**
  [% of companies listed on TSE Prime[*1]] 29.9%
- **Ratio of female directors: 27%**
  [Avg. % of companies listed on TSE Prime[*2]] 20.5%
- **Chairperson of the Board of Directors**
  An independent outside director has served as chairperson since 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

Compen-sation Committee

- **Independent outside directors only**
- Revised the remuneration for directors and executive officers in 2026 and increased weighting of non-financial indicators

Audit Committee

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

Outside directors



Kimie Iwata
Chairperson, Nominating Committee
(Former Director General of Equal Employment, Children and Families Bureau of MHLW)
(Former Director & Executive Vice President of Shiseido)



Sawako Nohara
Chairperson, Compensation Committee
President of IPSe Marketing



Masaki Yamauchi
Chairperson of the Board of Directors
(Former President/Chairperson of Yamato Holdings)
(Former President of Yamato Transport)



Katsuyuki Tanaka
Chairperson, 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)
President of Japan Investment Corporation



Shie Lundberg
Member, Compensation Committee
Managing Executive Officer, Chief Innovation and AI Officer, DIC Corporation



Yasuyuki Higuchi
Member, Nominating Committee Member, Audit Committee
(Former President of Panasonic Connect)

Internal directors



Masahiro Minami
Group CEO, President and Representative Executive Officer



Shinichiro Isa
Group CFO, Group CDO, Group CAIO and Deputy President and Representative Executive Officer



Nobuki Iwadate
Group CSO, Group CSuO, Group CHRO and Deputy President and Representative Executive Officer



Yukinobu Murao
Member, Audit Committee

*1. Tokyo Stock Exchange (Jul. 2026) *2. Japan Research Institute (Sep. 2026) *3. TSE Listed Companies White Paper on Corporate Governance 2025 (Apr. 2025)

A Board of Directors Boasting Diverse Membership

The skills, experience and expertise expected of directors were defined in order to strengthen the supervisory and decision-making functions of the Board

- **"Finance" and "Business development" were added to the list of expected skill items in light of "Growth in core businesses" and "Creating next-generation growth drivers" under the current MMP**
- **"Skills particularly expected of directors" were defined to fully leverage experience and expertise possessed by each individual**

	Corporate management	Finance	Business development	Global	IT Digital	Sustainability	Human capital	Legal Compliance Risk management	Finance Accounting
Masahiro Minami	◎	○	○		○				
Shinichiro Isa	○	○	◎		○				◎
Nobuki Iwadate	◎	○				◎	◎		
Yukinobu Murao	○	○						◎	◎
Kimie Iwata Outside director	○					◎	◎		
Sawako Nohara Outside director					◎	○	○		
Masaki Yamauchi Outside director	◎		○				○	○	
Katsuyuki Tanaka Outside director						○		◎	◎
Jiro Seguchi Outside director	○	◎	○	◎					
Shie Lundberg Outside director		○	○	○	◎				
Yasuyuki Higuchi Outside director	◎		○	○	◎				

Note: Items marked with "◎" represent skills, experience and expertise particularly expected of directors.

Initiatives for Corporate Governance Evolution

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

The Board of Directors' annual agenda

✓ In light of the roles and functions* of the Board of Directors, the agenda items are established to appropriately monitor progress under the MMP, based on the perspectives of four stakeholders (customers, shareholders, society, and employees).

* "Deliberating and determining the medium- to long-term direction the Group should take" and "monitoring the status of business execution."

Operation of the Board of Directors

✓ **Initiatives to advance our mode of informational coordination and communication as well as to enhance the content of input to Board discussions**

(1) Hold meetings attended by the Chairman of the Board and committee chairpersons
(2) Enhance oversight-execution communication (e.g., sharing discussion outcomes)
(3) Organize tours of facilities and meetings for exchange of opinions with employees for outside directors
(4) Hold study sessions with lectures provided by external specialists and in-house executives (Discuss matters related to the Company's business, external environment, etc.)

✓ **Initiatives to advance the Board's mode of PDCA cycle operation**

(1) Manage Board feedback and review the annual agenda as needed
(2) Discuss methods for assessing the effectiveness of the Board

Succession Plan (introduced in Jun. 2007)

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

Selection process
- Advice from external consultants
- Nominating Committee members attend each program

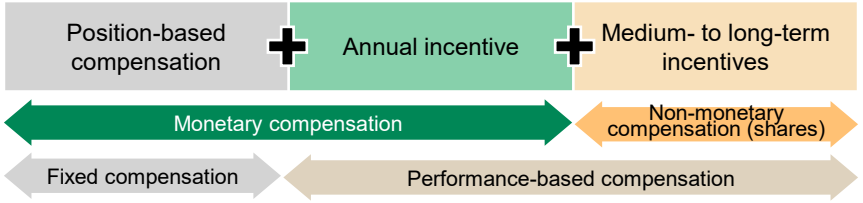
→Secure a structure for transparent and fair selection

Training process
Nurture individuals who embody Resona's distinctive strength

Ideal traits of executive officer candidates

Remuneration for directors and executive officers

Compensation system for executive officers



Annual incentive

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

Financial performance assessments
Net income attributable to owners of parent
Consolidated core net operating profit

+

Individual achievements
Targets as a Resona Group officer
Targets as an officer responsible for relevant division

Medium- to long-term incentives

✓ Enhance linkage with shareholder value
✓ Encourage efforts employing medium- to long-term perspectives to improve corporate value
✓ Non-financial indicators, accounting for 30% of the evaluation for medium- to long-term incentives, are based on materiality KPIs.

Financial and share price indicators
Consolidated ROE (TSE standard)
Relative TSR (Relative to peers in the banking industry)

+

Non-financial indicators
Retail transition financing
Carbon neutrality
Women's empowerment
Human resource strategy

"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)]

- FTSE JPX Blossom Japan Index
- FTSE JPX Blossom Japan Sector Relative Index
- 2026 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX
- S&P/JPX Carbon Efficient Index
- 2026 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)
- MORNINGSTAR GenDi J Japan ex-REIT Gender Diversity Tilt Index TOP CONSTITUENT 2026

ESG-related external evaluations

MSCI (Seven-grade system from AAA to CCC) **AA**	**FTSE** (Full score is set at 5) **3.7**
MSCI (Gender diversity score) (Full score is set at 10) **8.4**	**S&P** (Decile ranking system) **5** (Carbon Efficient Index)

Our support for ESG-related initiatives at home and abroad

WE SUPPORT UN GLOBAL COMPACT

Signatory of: PRI PRINCIPLES FOR RESPONSIBLE INVESTMENT

PCAF®

Climate Action 100+ Global Investors Driving Business Transition

30%+ Club PATH TO PARITY

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/

4-1

Reference Material

Financial Highlights for 1H of FY2026

(Republished content from information disclosed on November 10, 2026)

Key Points of Financial Results for 1H of FY2026 (1)

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

JPY**236.1** bn

(+JPY64.2 bn, or +37.3%, YoY)

Progress rate against the full-year target[*2]
53.2%

Net income attributable to owners of parent

JPY**173.5** bn

(+JPY30.6 bn, or +21.4%, YoY)

Progress rate against the full-year target[*3]
52.5%

Gross operating profit

+JPY47.0 bn, or +11.7%, YoY

Record-high 1H profit since the establishment of Resona HD

Steady progress in the "Growth in core businesses"

Operating expenses

JPY(16.4) bn, or (7.1)%, YoY
[cost increased]

Lower the OHR while promoting investments in IT and human resources

OHR: 54.7% [(2.3)ppt, YoY]

Credit costs

JPY(6.3) bn, YoY
[cost increased]

25.0% against the full-year budget of JPY(39.5) bn

Continue to strengthen monitoring for signs of deterioration in the quality of credits while watching changes in the external environment

Net gains on stocks (including equity derivatives)

+JPY19.7 bn, or +59.4%, YoY

Reduction of policy-oriented stock holdings and recognition of net gains on ETF sales

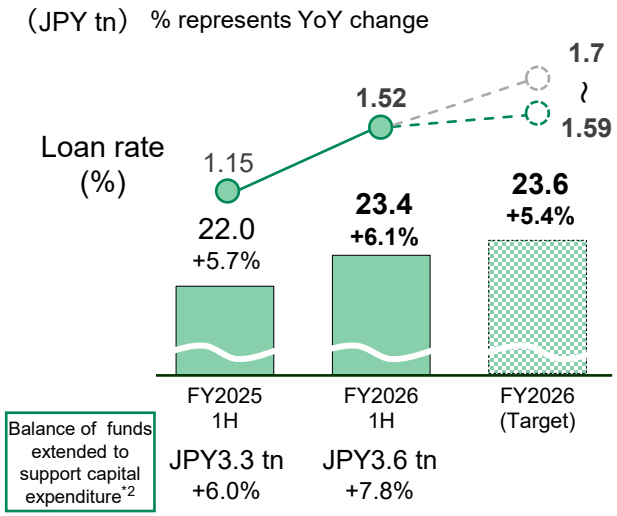
Partially rebalanced the bond portfolio utilizing net gains on sales

Following the JPY20.0 bn upward revision at the 1Q results, further upward revision to the full-year earnings target by JPY10.0 bn: JPY330.0 bn → JPY340.0 bn

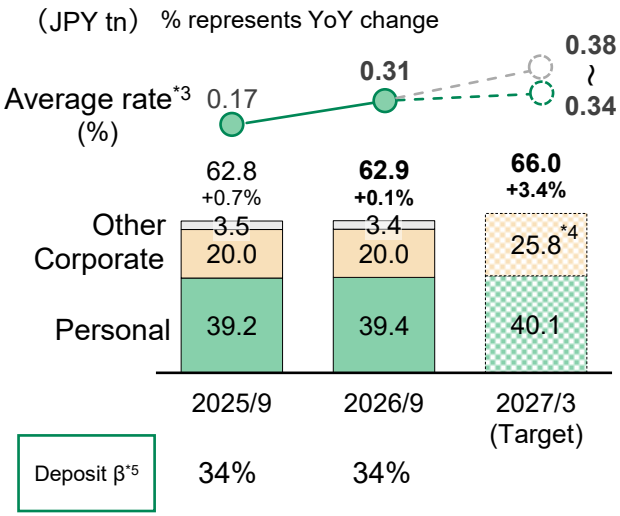
*1. Actual net operating profit - Net gains on cancellation of investment trusts - Net gains on bonds (spot)
*2. Full-year earnings target of FY2026: JPY443.0 bn (released in Jul. 2026)
*3. Full-year earnings target of FY2026: JPY330.0 bn (released in Jul. 2026)

Key Points of Financial Results for 1H of FY2026 (2)

Average corporate loan balance*1

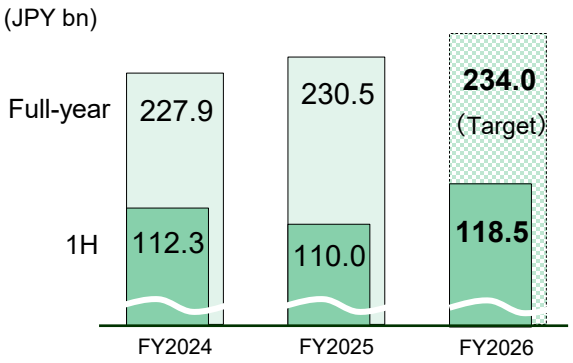


Term-end deposit balance*1

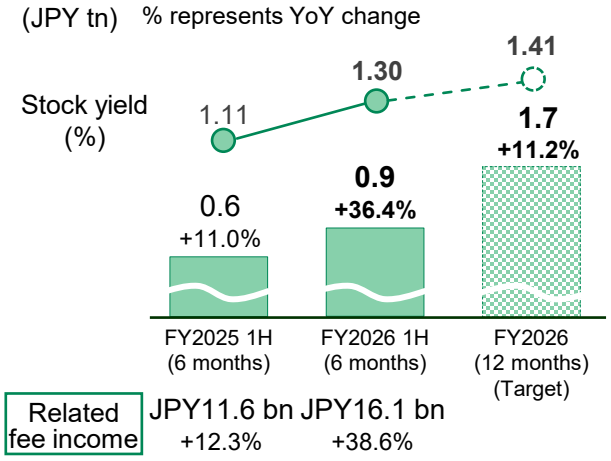


Fee income

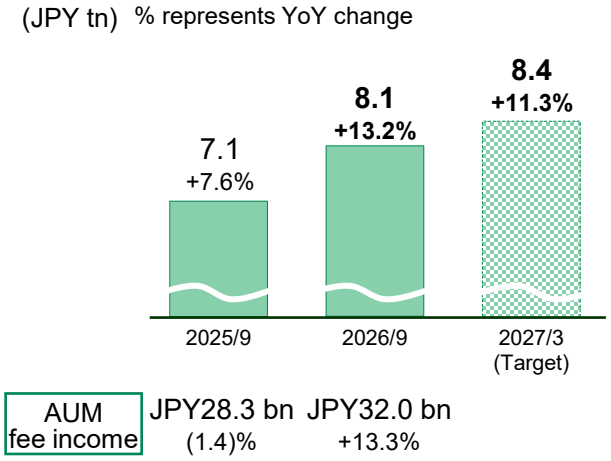
- **Record-high 1H profits**
  +JPY8.5 bn, or +7.7%, YoY



New residential housing loan origination*1

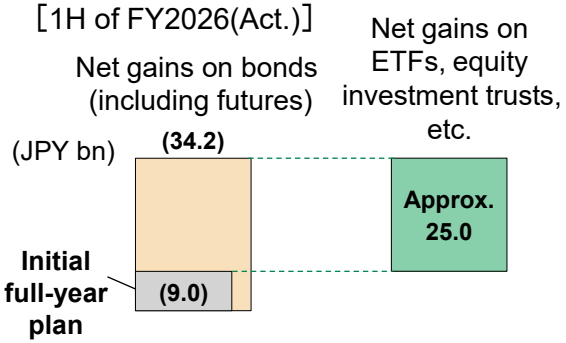


AUM balance*6



Strategic rebalancing of the securities portfolio

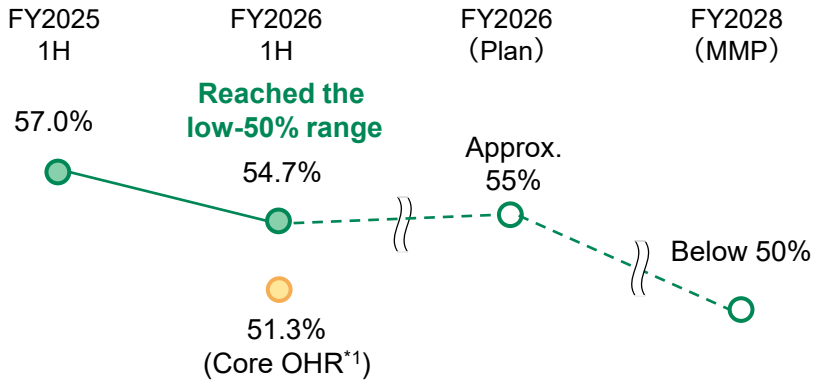
- **Yen bonds*7 yield: +41bps vs. Mar. 2026**
- **Utilization of pure investment assets (ETFs, equity investment trusts, etc.)**



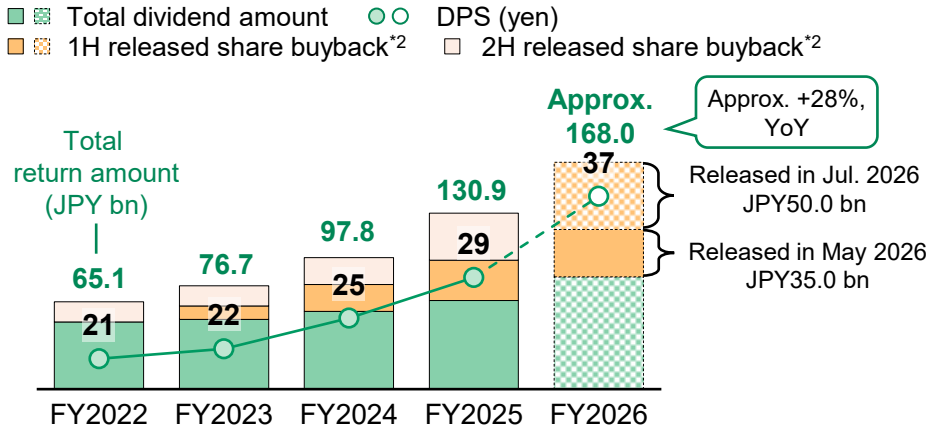
*1. Total of group banks *2. Excluding the real estate sector, etc. *3. Including NCDs *4. Including public corporation, etc.
*5. Deposit rate pass-through to policy rate hikes (FY2023 → FY2025 1H, FY2026 1H) *6. Investment trusts + fund wrap + insurance + foreign currency deposits, public bonds, etc. *7. Available-for-sale securities JGBs + local government bonds + corporate bonds (excluding private placement bonds)

Key Points of Financial Results for 1H of FY2026 (3)

Trends in OHR

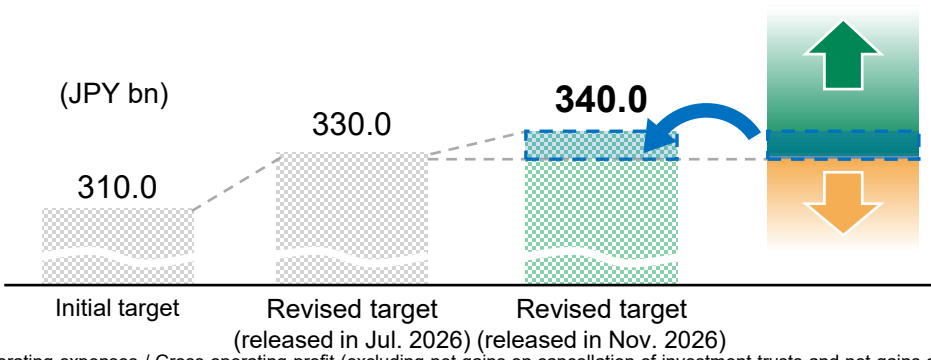


Trends in shareholder returns



Our thoughts behind earnings forecast for FY2026

- **Upwardly revised the full-year earnings target by JPY20.0 bn at the time of the 1Q results announcement to reflect a positive profit effect arising from the BOJ's Jun. 2026 decision to raise the policy rate (from 0.75% to 1.00%).**
- **With due consideration of both upsides and downsides in operating results, we further upwardly revised the full-year earnings target by JPY10.0 bn because of the robust business performance recorded up until the end of 1H and other factors.**
- **While actual results may possibly exceed the revised target, whether there remains room for further upward revisions will be closely examined in light of the external environment.**



Main upsides and downsides

- NII from loans and deposits (balances and yields)
- Fee income
- Revenue from market divisions
- Operating expenses (including IT security costs)
- Net gains on sales of policy-oriented stock holdings
- Credit costs

etc.

*1. Operating expenses / Gross operating profit (excluding net gains on cancellation of investment trusts and net gains on bonds (including futures))
*2. 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)

Outline of Financial Results for 1H of FY2026

HD Consolidated

- **Net income attributable to owners of parent: JPY173.5 bn**
  - Up JPY30.6 bn, or +21.4%, YoY
  - Progress rate against the full-year target[*1]: 52.5%
- **Core net operating profit**
  (excluding net gains on cancellation of investment trusts)[*2]
  : JPY236.1 bn, Up JPY64.2 bn, or 37.3%, YoY
  - **Gross operating profit : JPY448.7 bn,**
    Up JPY47.0 bn, or 11.7%, YoY
    - Net interest income from domestic loans and deposits[*3] :
      Up JPY45.2 bn, YoY
      Average loan balance: Up 7.63%, YoY
      Loan rate: Up by 29bps, YoY

      Both loan balance and loan rate were exceeding the plan
    - Fee income: Up JPY8.5 bn, YoY

      Progress rate against the initial full-year target (JPY232.0 bn): 51.0%
    - Net gains on bonds (including futures): Down JPY35.2 bn, YoY

      Rebalanced the portfolio in preparation for further interest rate increases
  - **Operating expenses: JPY245.6 bn**, increased by JPY16.4 bn, YoY

    Lower the OHR while promoting investments in IT and human resources
- **Credit costs: JPY9.8 bn (cost),** increased by JPY6.3 bn, YoY

  25.0% against the full-year budget of JPY(39.5) bn
  Continue to strengthen monitoring for signs of deterioration in the quality of credits while watching changes in the external environment

(JPY bn)		FY2026 1H (a)	YoY change (b)	YoY change Rate of change (c)	Progress rate vs. Full-year target (d)
Net income attributable to owners of parent	(1)	**173.5**	**+30.6**	**+21.4%**	**52.5%**
EPS (yen)	(2)	77.33	+14.78	+23.6%	
BPS (yen)	(3)	1,334.60	+67.06	+5.2%	
ROE (TSE standard)	(4)	11.8%	+1.6%		
Gross operating profit	(5)	448.7	+47.0	+11.7%	
Net interest income	(6)	352.0	+70.1		
NII from loans and deposits	(7)	240.7	+45.2		
Interest on yen bonds, etc.[*4]	(8)	36.5	+13.6		
Fee income	(9)	118.5	+8.5		
Fee income ratio	(10)	26.4%	(0.9)%		
Trust fees	(11)	13.5	+0.6		
Fees and commission income	(12)	104.9	+7.8		
Other operating income	(13)	(21.8)	(31.6)		
Net gains on bonds (including futures)	(14)	(34.2)	(35.2)		
Operating expenses (excluding group banks' non-recurring items)	(15)	(245.6)	(16.4)	(7.1)%	
Cost income ratio (OHR)	(16)	54.7%	(2.3)%		
Equity in earnings of investments in affiliates	(17)	(0.8)	(1.0)		
Actual net operating profit	(18)	**202.1**	**+29.6**	**+17.1%**	
Core net operating profit (excluding net gains on cancellation of investment trusts)	(19)	**236.1**	**+64.2**	**+37.3%**	
Net gains on stocks (including equity derivatives)	(20)	52.8	+19.7		
Credit costs	(21)	(9.8)	(6.3)		
Other gains, net	(22)	0.8	+3.9		
Net income before income taxes and non-controlling interests	(23)	**245.9**	**+46.8**	**+23.5%**	
Income taxes and other	(24)	(71.6)	(16.4)		
Net income attributable to non-controlling interests	(25)	(0.7)	+0.2		

*1. Full-year earnings target of FY2026: JPY330.0 bn(released in Jul. 2026) *2. Actual net operating profit - Net gains on cancellation of investment trusts - Net gains on bonds (spot)
*3. Total of non-consolidated domestic banking accounts of group banks, deposits include NCDs *4. Interest on yen bonds and income from interest rate swaps

Breakdown of Financial Results for 1H of FY2026

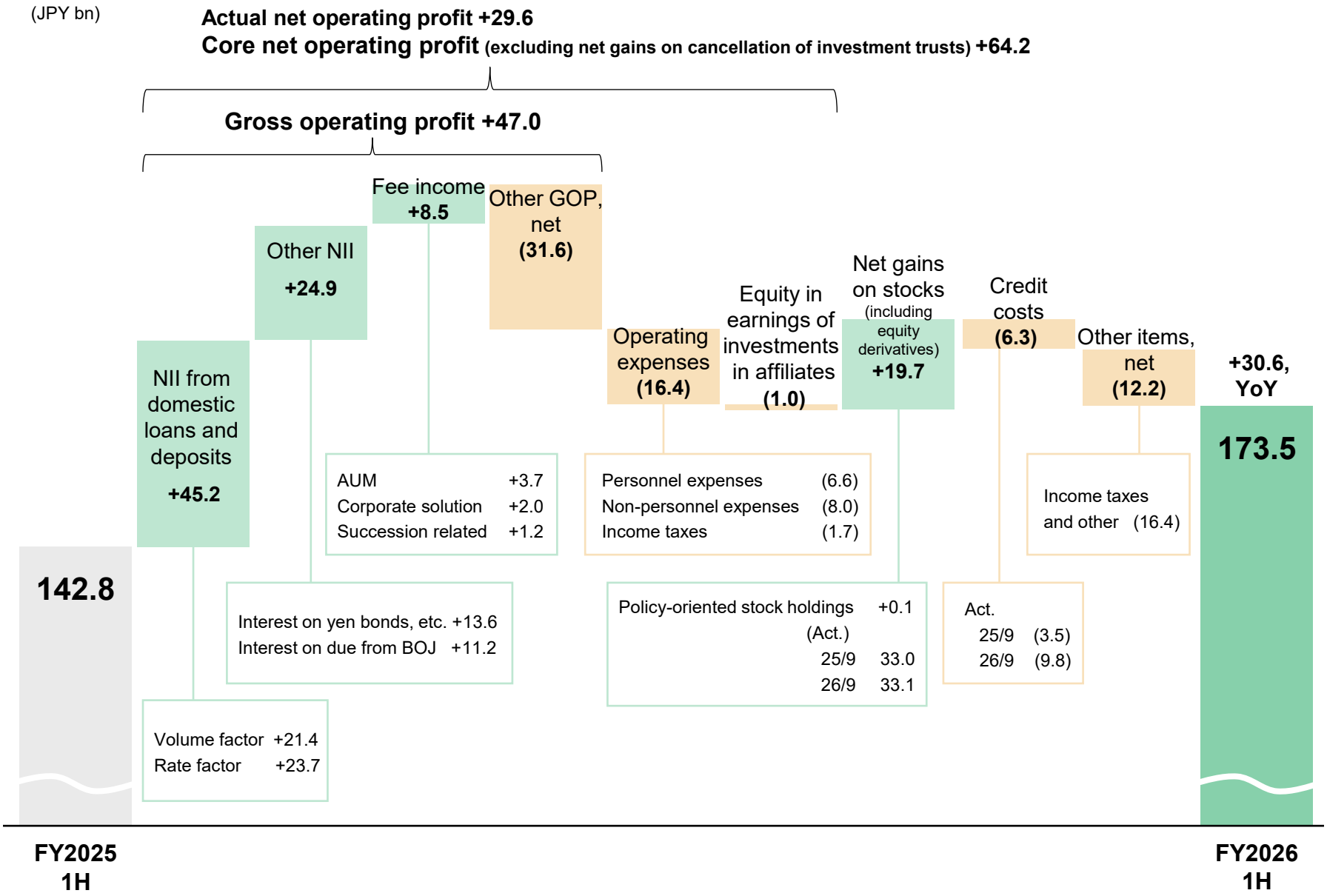
HD Consolidated
Total of Group Banks

(JPY bn)		Resona Holdings (Consolidated)		Total of group banks		RB		SR		KMB		MB		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)	**448.7**	**+47.0**	**417.9**	**+47.2**	**245.4**	**+28.0**	**84.4**	**+11.1**	**59.5**	**+6.2**	**28.5**	**+1.8**	**30.7**
Net interest income	(2)	352.0	+70.1	349.5	+70.5	196.8	+41.7	76.9	+20.1	*1 51.3	+5.5	24.3	+3.1	*1 2.4
NII from domestic loans and deposits	(3)	240.7	+45.2	240.7	+45.2	143.7	+31.9	37.8	+7.0	41.5	+3.9	17.5	+2.3	
Interest on yen bonds, etc.	(4)	36.5	+13.6	36.5	+13.6	16.3	+4.8	12.0	+5.0	4.3	+2.2	3.7	+1.5	
Net gains on cancellation of investment trusts	(5)	4.3	+4.5	4.1	+4.3	3.2	+3.4	1.0	+1.0	(0.0)	(0.1)	(0.0)	(0.0)	0.2
Fee income	(6)	118.5	+8.5	92.9	+8.7	59.9	+3.5	17.9	+2.1	9.5	+2.6	5.5	+0.4	25.5
Fee income ratio	(7)	26.4%	(0.9)%	22.2%	(0.4)%	24.4%	(1.5)%	21.2%	(0.2)%	16.0%	+3.1%	19.6%	+0.2%	
Trust fees	(8)	13.5	+0.6	13.6	+0.6	13.6	+0.6	0.0	(0.0)	0.0	(0.0)	0.0	+0.0	(0.0)
Fees and commission income	(9)	104.9	+7.8	79.3	+8.0	46.2	+2.8	17.9	+2.1	9.5	+2.6	5.5	+0.4	25.6
Other operating income	(10)	(21.8)	(31.6)	(24.5)	(32.0)	(11.3)	(17.2)	(10.4)	(11.1)	(1.4)	(1.9)	(1.4)	(1.7)	2.7
Net gains on bonds (including futures)	(11)	(34.2)	(35.2)	(34.2)	(35.0)	(20.2)	(20.3)	(11.9)	(12.1)	(2.0)	(2.3)	(0.0)	(0.1)	–
Operating expenses (excluding group banks' non-recurring items)	(12)	(245.6)	(16.4)	(224.2)	(14.7)	(125.3)	(9.1)	(46.1)	(4.0)	*2 (33.6)	(0.7)	(19.0)	(0.7)	(21.4)
Cost income ratio (OHR)	(13)	54.7%	(2.3)%	53.6%	(2.8)%	51.0%	(2.3)%	54.6%	(2.7)%	56.5%	(5.2)%	66.7%	(1.7)%	
Equity in earnings of investments in affiliates	(14)	(0.8)	(1.0)											(0.8)
Actual net operating profit	(15)	**202.1**	**+29.6**	**193.6**	**+32.5**	**120.0**	**+18.9**	**38.2**	**+7.0**	**25.8**	**+5.4**	**9.4**	**+1.0**	**8.5**
Core net operating profit (excluding net gains on cancellation of investment trusts)	(16)	**236.1**	**+64.2**	**227.8**	**+67.2**	**140.3**	**+39.4**	**49.7**	**+18.7**	**28.1**	**+7.8**	**9.6**	**+1.1**	**8.2**
Net gains on stocks (including equity derivatives)	(17)	52.8	+19.7	53.2	+19.4	36.1	+8.9	10.7	+8.4	1.1	+1.0	5.1	+0.9	(0.3)
Credit costs	(18)	(9.8)	(6.3)	(8.7)	(5.6)	(5.6)	(2.3)	(0.9)	(2.2)	(1.0)	(0.0)	(1.1)	(1.0)	(1.1)
Other gains, net	(19)	0.8	+3.9	0.8	+3.5	0.2	+1.0	(0.1)	+0.5	(0.0)	+1.2	0.7	+0.7	(0.0)
Net income before income taxes	(20)	**245.9**	**+46.8**	**238.9**	**+49.9**	**150.8**	**+26.5**	**47.9**	**+13.9**	**25.9**	**+7.7**	**14.2**	**+1.7**	**7.0**
Income taxes and other	(21)	(71.6)	(16.4)	(69.1)	(18.0)	(44.2)	(9.8)	(14.5)	(4.6)	(6.1)	(2.8)	(4.1)	(0.6)	
Net income attributable to non-controlling interests	(22)	(0.7)	+0.2											
Net income (attributable to owners of parent)	(23)	**173.5**	**+30.6**	**169.8**	**+31.9**	**106.6**	**+16.6**	**33.4**	**+9.3**	**19.7**	**+4.8**	**10.0**	**+1.1**	

*1. Including JPY2.4 bn in dividends from KMB subsidiaries to KMB (intercompany elimination)
*2. Excluding former Biwako Bank goodwill amortization (JPY(0.3) bn)

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

HD Consolidated



Trend of Loans and Deposits (Domestic Account)

Total of Group Banks

Average loan / deposit balance, rates and spread

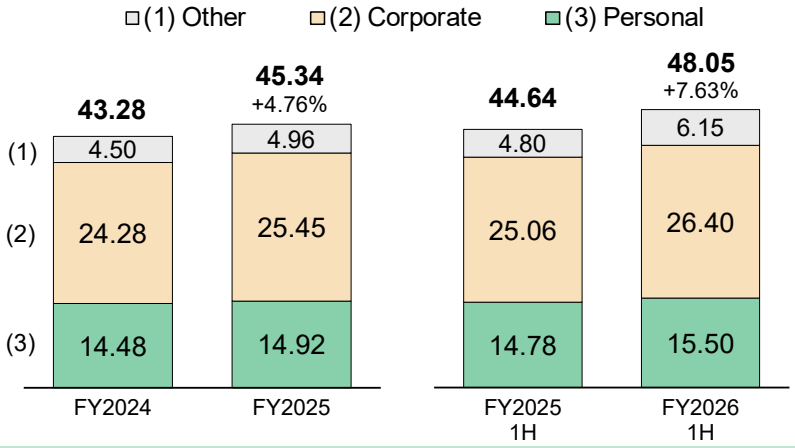
■ **1H of FY26 (YoY):**
Avg. loan balance +7.63%, loan rate +29bps
FY26 (Revised target*1):
Avg. loan balance +7.20%, loan rate +33bps

Avg. bal. : Trillion Yen Income/Cost : Billion Yen			1H Act. (a)	1H YoY*4 (b)	FY2026 Revised target (c)	FY2026 YoY*4 (d)
Loans	Avg. bal.	(1)	48.05	+7.63%	48.61	+7.20%
	Rate	(2)	1.40%	+0.29%	1.50%	+0.33%
	Income	(3)	339.2	+89.2	729.6	+199.5
Excluding loans to the Japanese gov. and others	Avg. bal.	(4)	44.89	+5.55%	45.16	+4.63%
	Rate	(5)	1.43%	+0.28%	1.52%	+0.33%
Corporate banking business unit*2	Avg. bal.	(6)	26.40	+5.33%	26.67	+4.78%
	Rate	(7)	1.51%	+0.35%	1.59%	+0.37%
Corporate Loan	Avg. bal.	(8)	23.40	+6.17%	23.67	+5.46%
	Rate	(9)	1.52%	+0.37%	1.59%	+0.39%
Personal banking business unit*3	Avg. bal.	(10)	15.50	+4.87%	15.65	+4.90%
	Rate	(11)	1.43%	+0.19%	1.55%	+0.26%
Deposits (Including NCDs)	Avg. bal.	(12)	63.11	+0.13%	63.59	+1.15%
	Rate	(13)	0.31%	+0.13%	0.34%	+0.14%
	Cost	(14)	(98.5)	(43.9)	(216.2)	(93.8)
Loan-to-deposit	Spread	(15)	1.09%	+0.15%	1.16%	+0.18%
	Net interest income	(16)	240.7	+45.2	513.3	+105.6

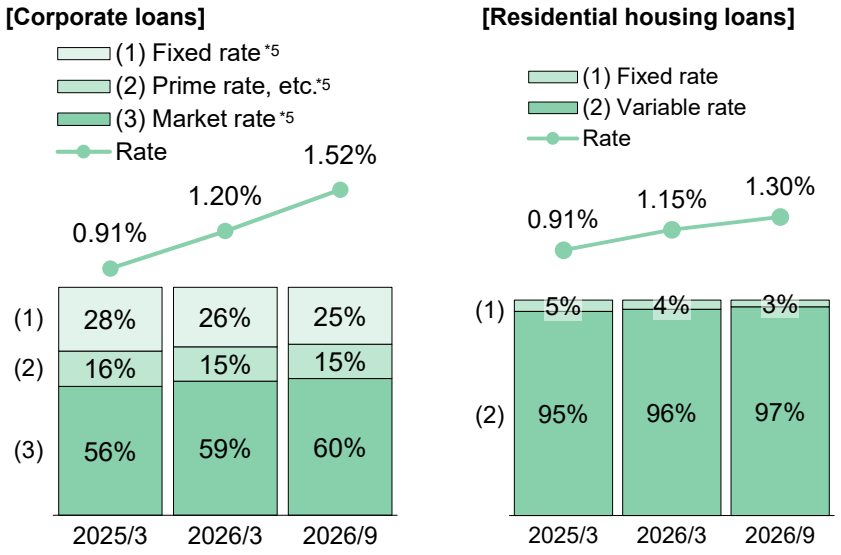
*1. Released in Nov. 2026
*2. Corporate loans (excluding loans to HD) + apartment loans, Figures are for internal administration purpose
*3. Residential housing loans + other consumer loans, Figures are for internal administration purpose
*4. Average balance : rate of change
*5. Corporate banking business unit (excluding apartment loans) + public corporation, etc.

Average loan balance

JPY tn, % represents YoY change



Composition of loan balance by interest rate type and loan rate

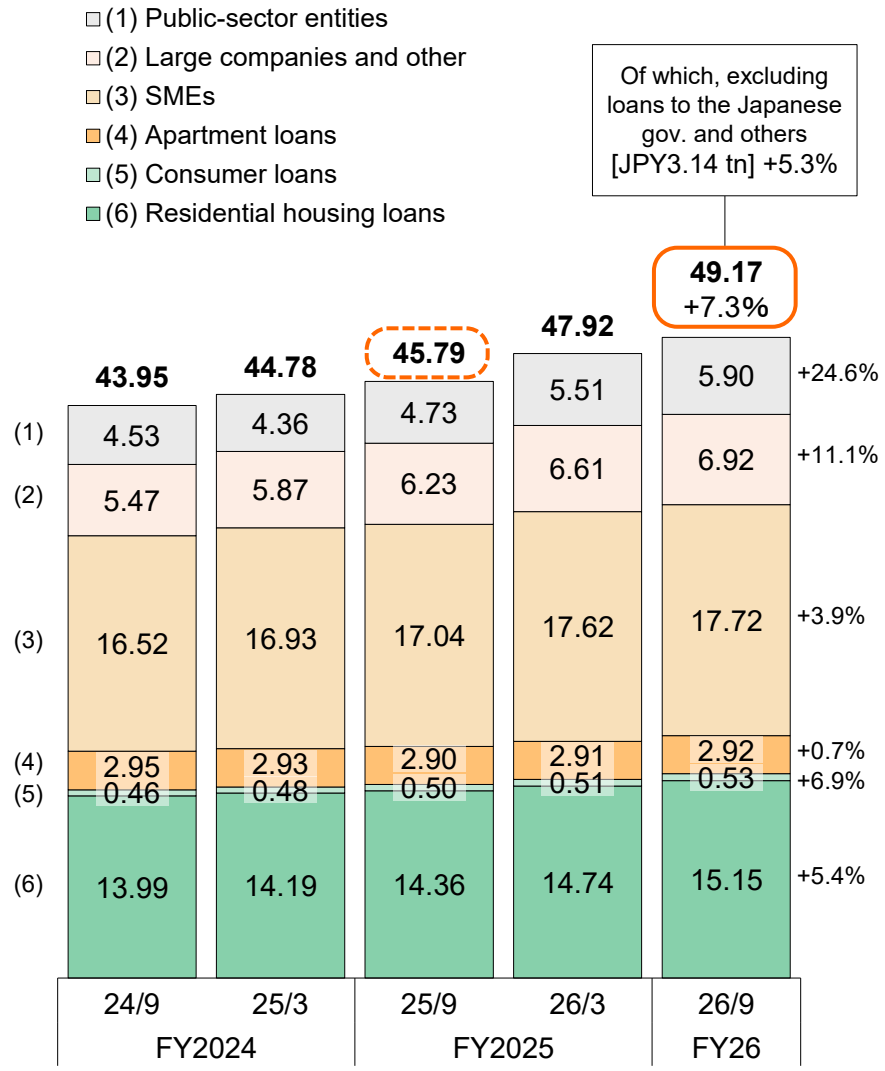


Term-End Balance of Loans and Deposits

Total of Group Banks

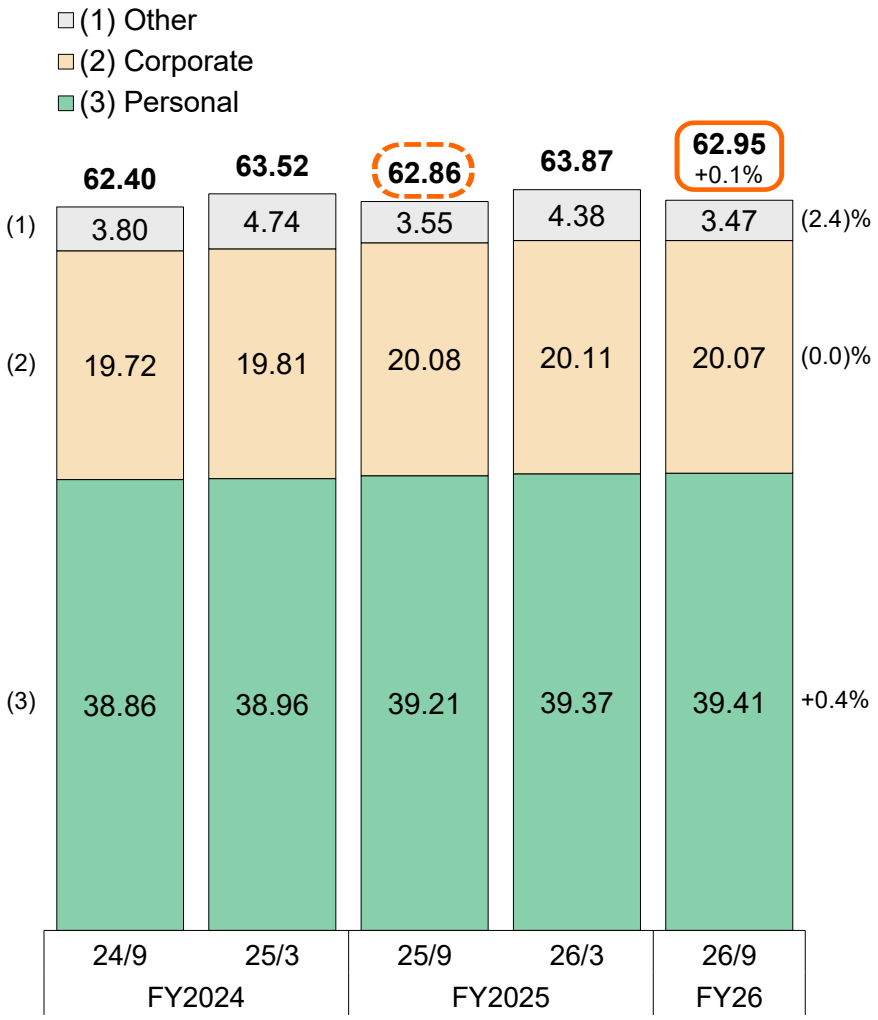
Term-end loan balance

JPY tn, % represents YoY change



Term-end deposit balance

JPY tn, % represents YoY change

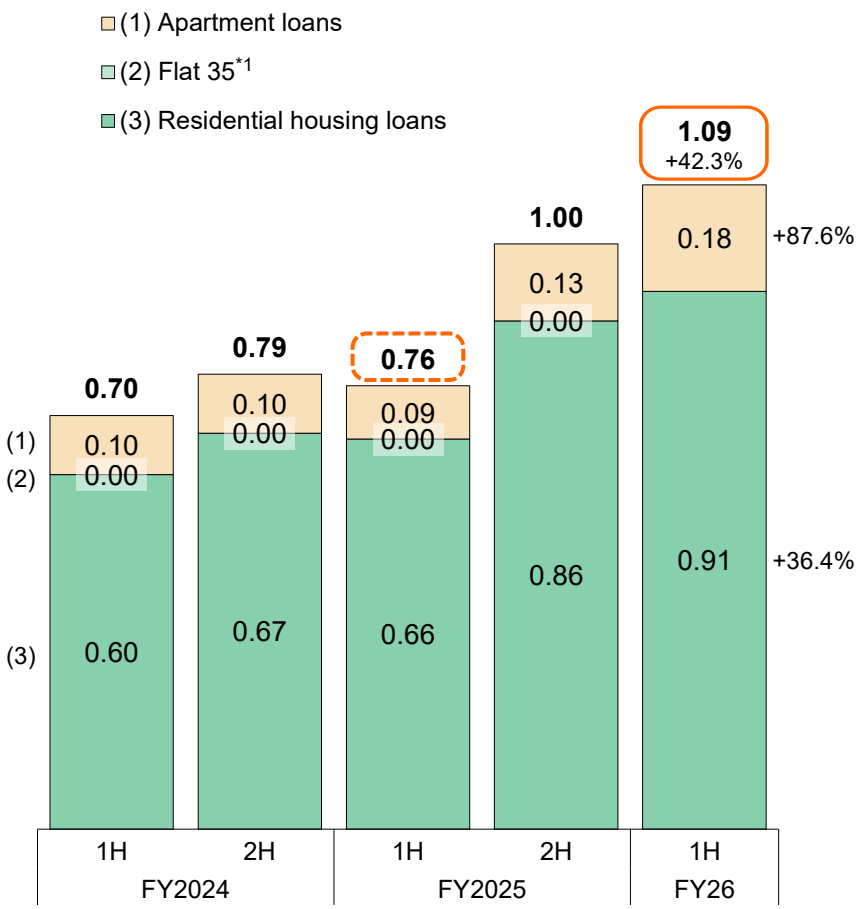


Housing Loan Business

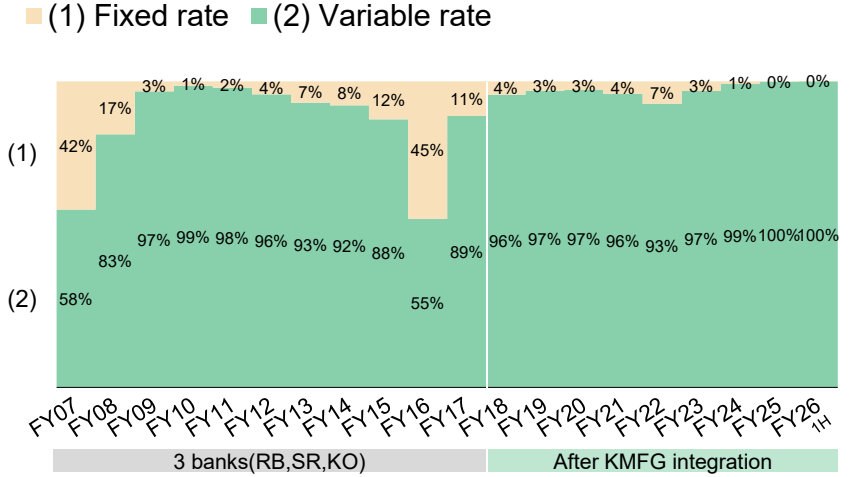
Total of Group Banks

New housing loan origination

〔 JPY tn, % represents YoY change 〕

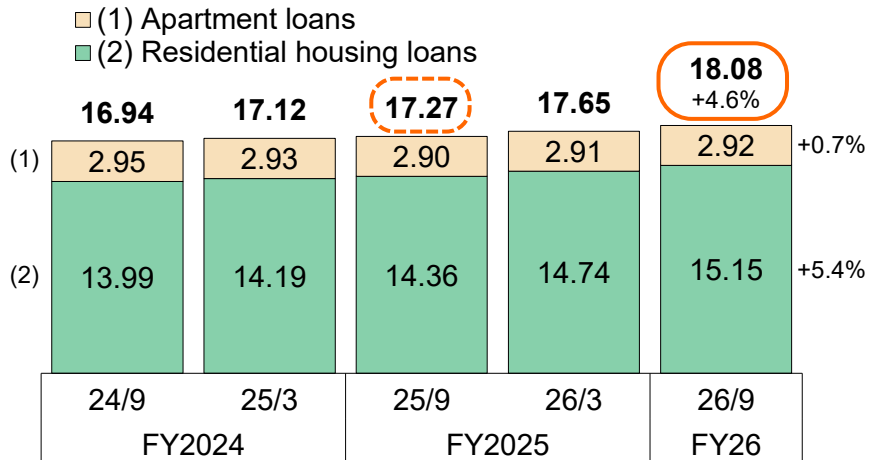


Composition of newly originated residential housing loans by interest rate type



Term-end housing loan balance

〔 JPY tn, % represents YoY change 〕



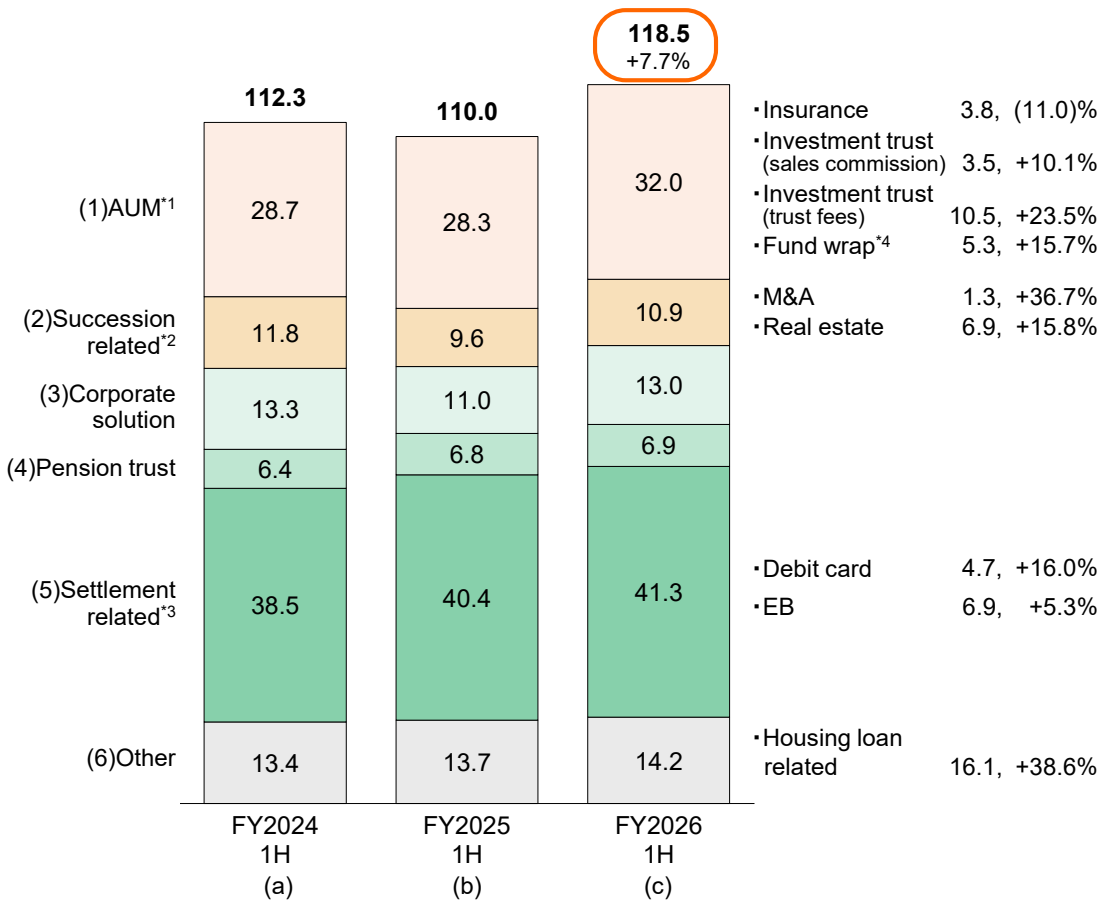
*1. New sales of Flat 35 discontinued on Mar. 31, 2026

Fee Income

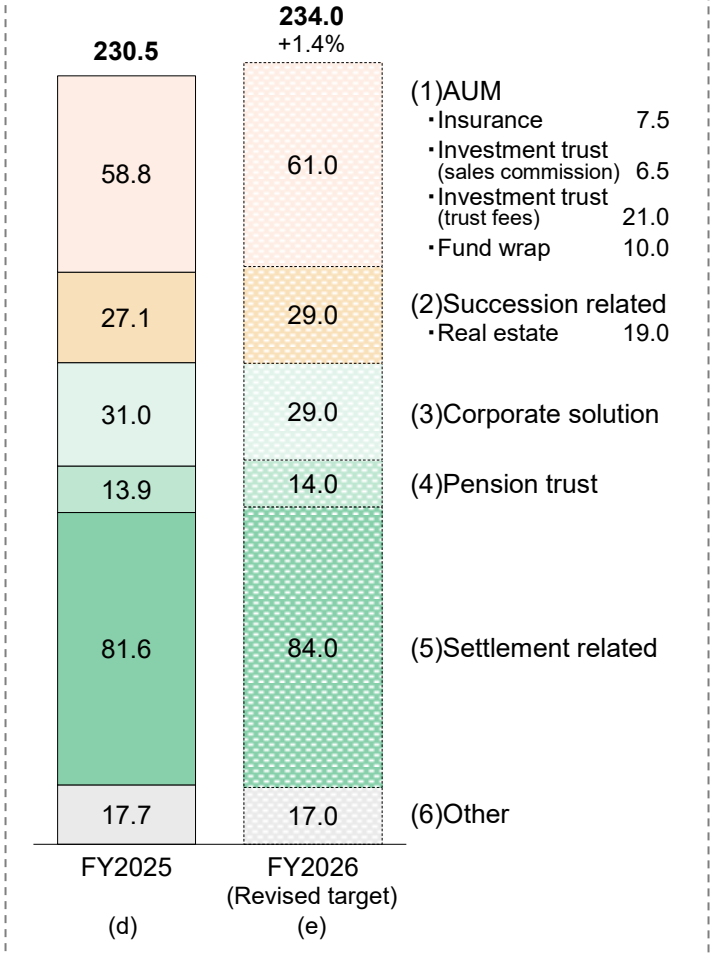
HD Consolidated

- **Progress rate against the initial full-year target (JPY232.0 bn): 51.0%**
- **AUM: Up JPY3.7 bn, YoY, Corporate solution: Up JPY2.0 bn, YoY, Succession related: Up JPY1.2 bn, YoY**

JPY bn, % represents YoY change



[FY results and revised target]

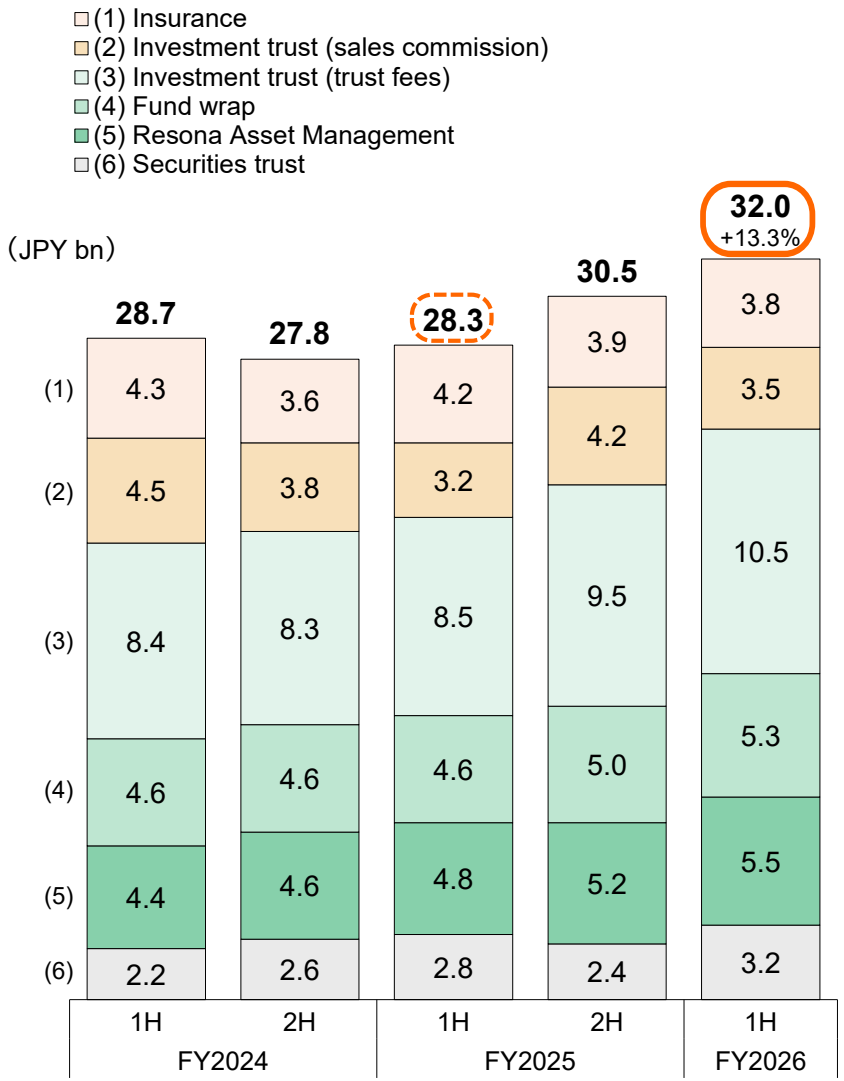


*1. Insurance and investment trust (sales commission and trust fees), fund wrap, securities trust and fee income earned by Resona Asset Management
*2. Asset and business succession related trust, real estate (including business matching) and M&A income *3. Fees and commissions from domestic exchange, 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

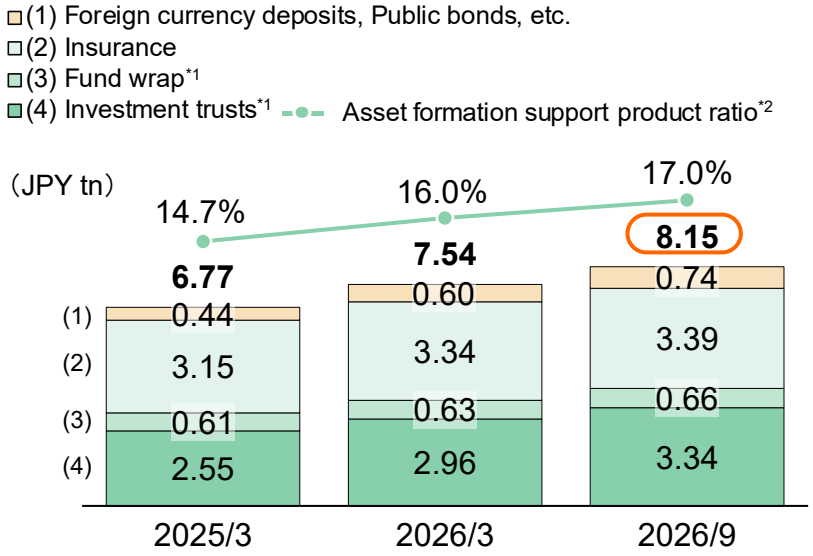
Major Fee Businesses (1) (AUM)

HD Consolidated

AUM income



Balance of asset formation support products sold to individuals



- **Balance of fund wrap*1,3: Sep. 2026 JPY889.3 bn, +8.0%, YoY**
  Of which, external group JPY164.8 bn
- **Change in balance of investment trust and fund wrap:**
  1H of FY26 Approx. +JPY410.0 bn
  - Net inflow (new purchase – withdrawal and redemption): Approx. +JPY96.0 bn
- **Number of individual customers having investment trust, fund wrap and insurance products:**
  Sep. 2026 1,022 thousand, +10 thousand, YoY
  - Of which, NISA account holders*4: 488 thousand, +4.1%, YoY
- **iDeCo participants*5: Sep. 2026 224 thousand, +6.1%, YoY**
- **Securities trust (total assets in custody):**
  Sep. 2026 JPY55.4 tn, +6.0%, YoY

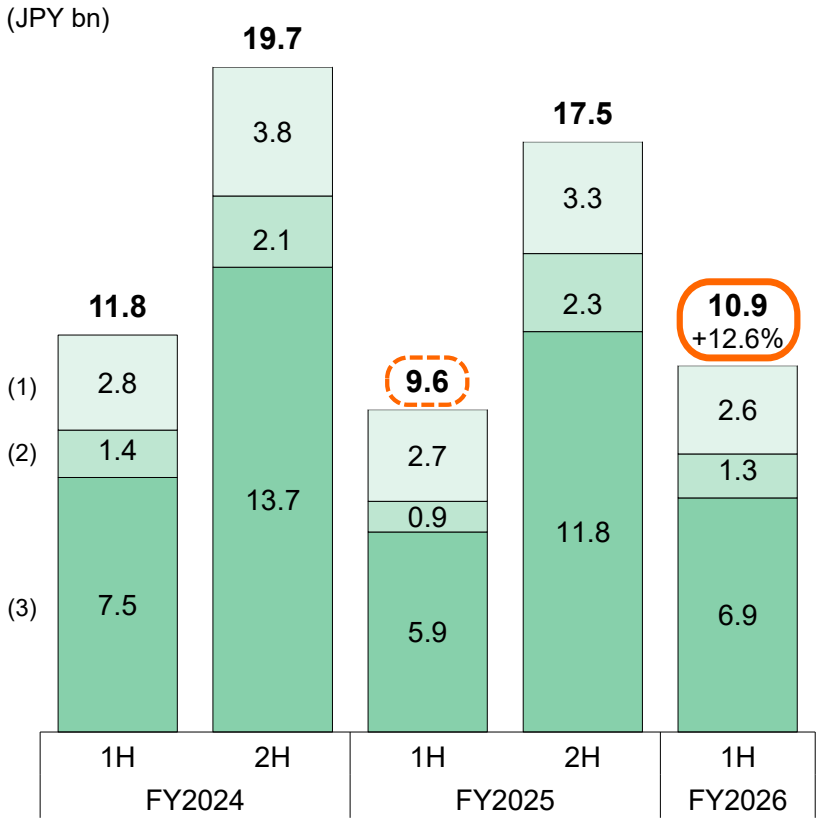
*1. Based on market value *2. Balance of asset formation support products sold to individuals / (balance of asset formation support products sold to individuals and yen deposits held by individuals) *3. Including corporation and external group *4. NISA, Junior NISA *5. iDeCo participants + members giving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

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

HD Consolidated

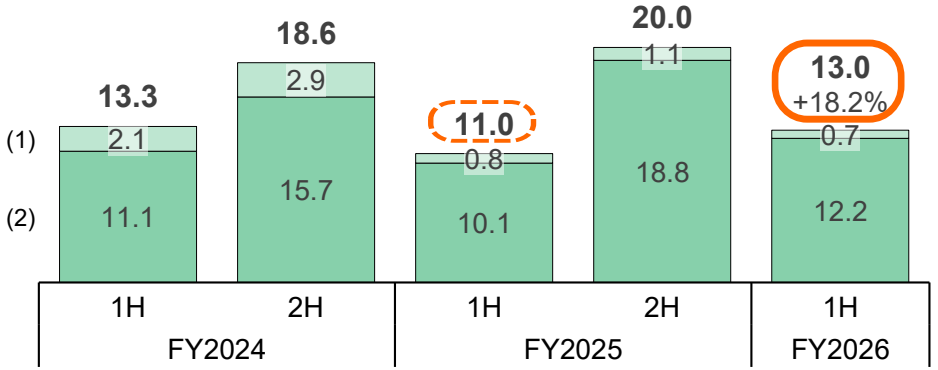
Succession related income

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

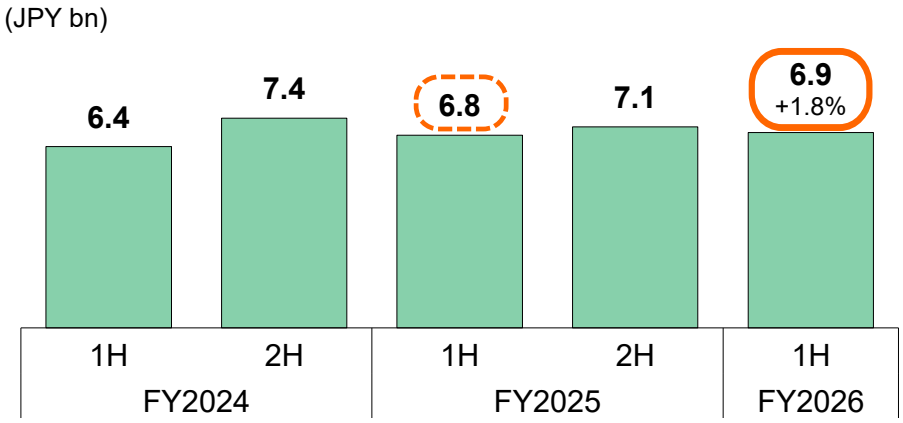


Corporate solutions business income

(1) Private placement bonds
(2) Commitment line, Syndicated loans, Covenants



Pension trust income



*1. Including business matching, excluding gains from investments in real estate funds

Credit Costs and NPL

HD Consolidated
Total of Group Banks

Credit costs

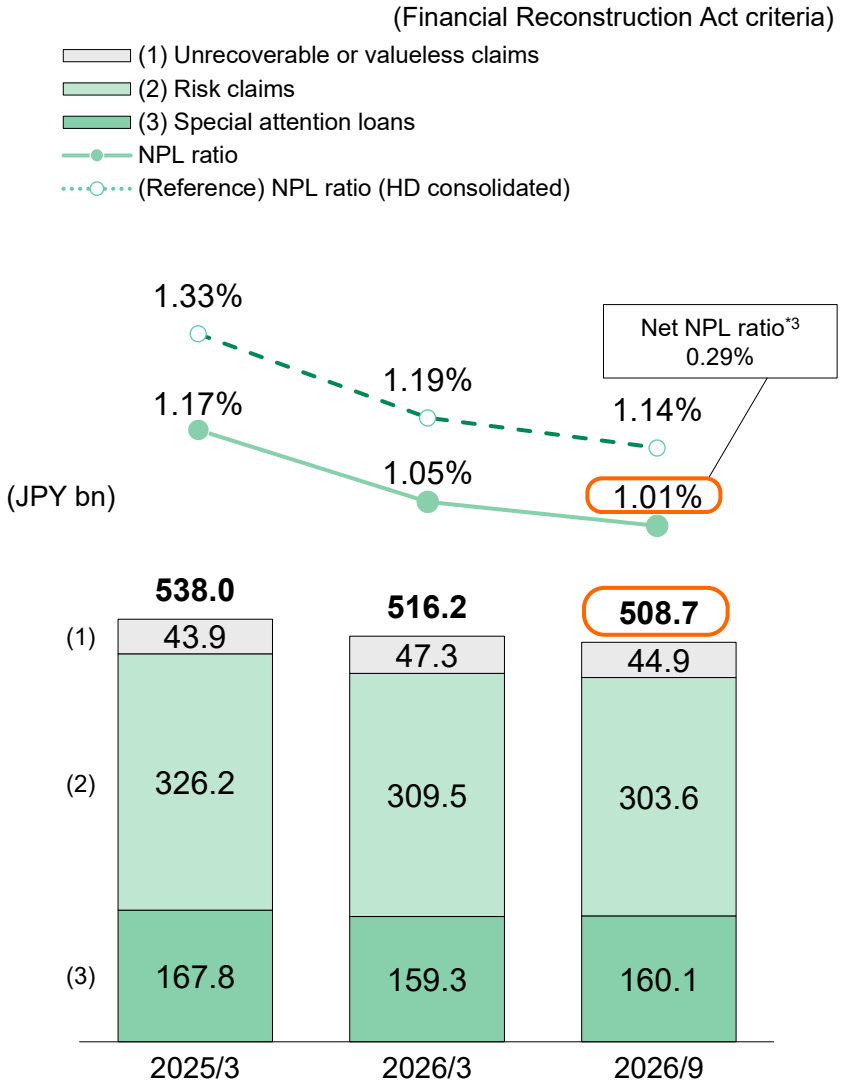
(JPY bn)		FY2024 (a)	FY2025 1H (b)	FY2025 (c)	FY2026 1H (d)	FY2026 Plan (e)
HD consolidated	(1)	(11.5)	(3.5)	(14.0)	(9.8)	(39.5)
Total of group banks	(2)	(10.2)	(3.1)	(9.7)	(8.7)	(36.5)
General reserve	(3)	(0.7)	3.4	7.2	(10.7)	
Specific reserve and other items	(4)	(9.4)	(6.6)	(17.0)	2.0	
New bankruptcy, downward migration	(5)	(49.5)	(12.7)	(33.9)	(12.8)	
Collection/ upward migration and other items	(6)	40.1	6.1	16.9	14.8	
Difference (1) - (2)	(7)	(1.3)	(0.3)	(4.3)	(1.1)	(3.0)
Of which, housing loan guarantee subsidiaries	(8)	1.7	0.3	(0.5)	0.3	
Of which, Resona Card	(9)	(1.9)	(1.0)	(2.0)	(1.0)	

<Credit cost ratio> (bps)

HD consolidated*1	(10)	(2.6)	(1.5)	(3.0)	(4.0)	(7.9)
Total of group banks*2	(11)	(2.2)	(1.3)	(2.0)	(3.5)	(7.2)

(Note) Positive figures represent reversal gains

NPL balance and ratio (Total of group banks)

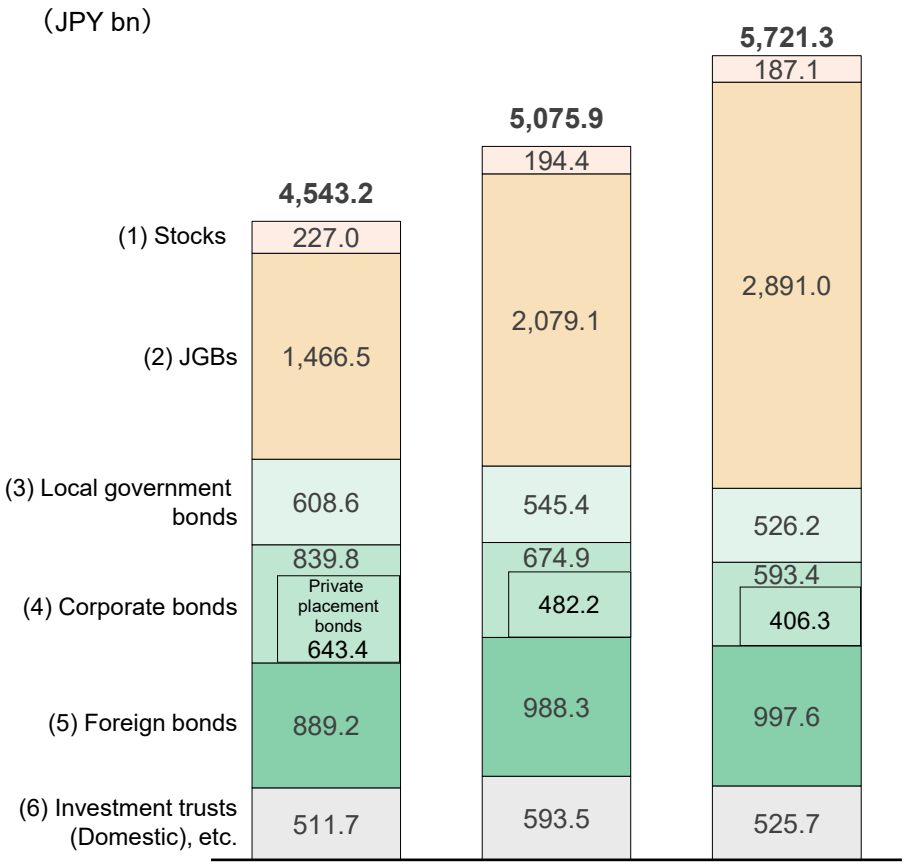


*1. Credit costs / (Loans and bills discounted + acceptances and guarantees), (Simple average of the balances at the beginning and end of the term)
*2. Credit costs / Total credits defined under the Financial Reconstruction Act, (Simple average of the balances at the beginning and end of the term)
*3.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

Securities Portfolio

Total of Group Banks

Balance of available-for-sale securities*1



[Reference]

	2025/3 (a)	2026/3 (b)	2026/9 (c)
Bonds held to maturity	5,094.2	5,622.8	5,574.8
Of which, JGBs	3,130.9	3,614.6	3,615.4

Net unrealized gains of available-for-sale securities

(JPY bn, before hedging)		2025/3 (a)	2026/3 (b)	2026/9 (c)
Available-for-sale securities	(1)	476.0	554.9	557.2
Stocks	(2)	620.6	710.3	752.0
JGBs	(3)	(83.2)	(128.0)	(147.6)
After hedging	(4)	(58.2)	(76.4)	(103.0)
Local government bonds	(5)	(23.4)	(28.3)	(32.8)
Corporate bonds	(6)	(14.6)	(26.7)	(30.2)
Foreign bonds	(7)	(16.1)	(16.3)	(60.5)
Investment trusts (Domestic), etc.	(8)	(7.0)	44.1	76.5

Average duration / BPV of JGBs and foreign bonds*2

Average duration : years / Basis point value (BPV) : JPY bn				2025/3 (a)	2026/3 (b)	2026/9 (c)
JGBs	Average duration	Before hedging	(1)	7.8	6.8	5.5
		After hedging	(2)	5.9	5.7	5.0
	BPV	Before hedging	(3)	(1.09)	(1.34)	(1.51)
		After hedging	(4)	(0.73)	(0.94)	(1.29)
Foreign bonds	Average duration		(5)	5.4	5.2	5.7
	BPV		(6)	(0.37)	(0.38)	(0.48)

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

Policy-Oriented Stock Holdings*1

Total of Group Banks

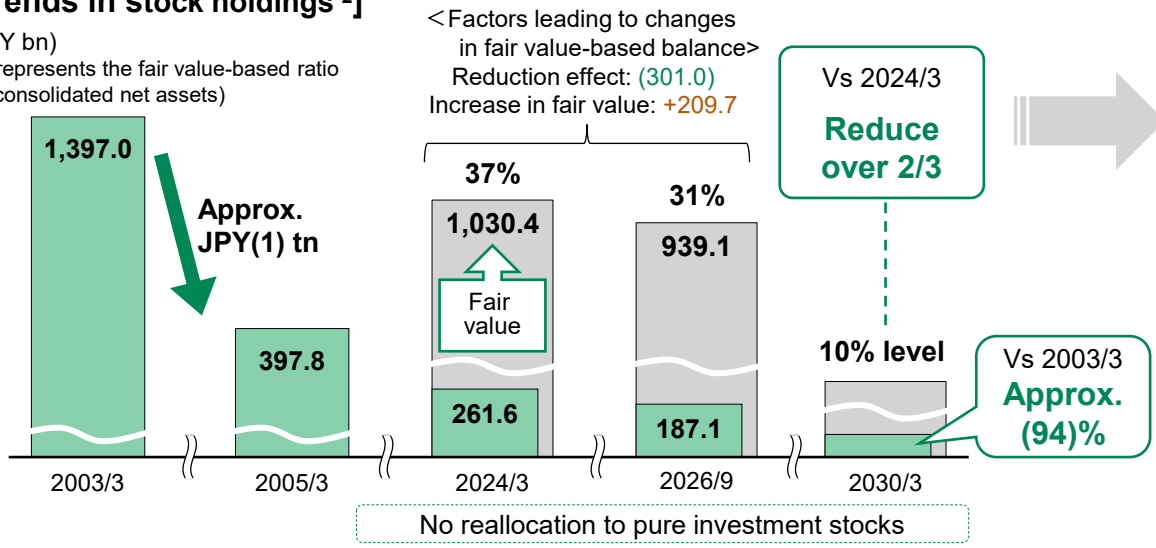
Create new value to be delivered to customers/
Create management resources that can be allocated to growth investment and structural reforms

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 10% level**
(Will reduce the ratio to the 20% level at the end of Mar. 2028 in the best-case scenario)

[Trends in stock holdings*2]

(JPY bn)
(% represents the fair value-based ratio to consolidated net assets)



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

<1H of FY26 (Act.)>
Balance of listed stocks disposed (acquisition cost basis): JPY7.3 bn

Net gain on sale:
Total of group banks JPY33.2 bn
HD consolidated JPY32.8 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

Capital Adequacy Ratio

HD Consolidated

Capital adequacy ratio

			2026/9	Change from 26/3
CET1 ratio (International std.) (excluding net unrealized gains on available-for-sale securities)	**Full enforcement**	**(1)**	**10.18%**	**+0.10%**

(JPY bn)		2026/9	Change from 26/3
Common Equity Tier1 capital (excluding net unrealized gains on available-for-sale securities) [(3)-(5)]	(2)	**2,459.1**	**+79.1**
Common Equity Tier1 capital	(3)	**2,884.6**	**+76.5**
Stockholders' equity	(4)	2,532.6	+80.7
Net unrealized gains on available-for-sale securities	(5)	425.4	(2.6)
Regulatory adjustments	(6)	(58.5)	+10.5
Risk weighted assets (full enforcement)[*1]	(7)	**24,134.4**	**+540.6**
Credit risk	(8)	19,407.3	+530.5
Market risk	(9)	234.1	+10.3
Operational risk	(10)	1,041.1	+58.5
Floor adjustment	(11)	3,451.8	(58.8)

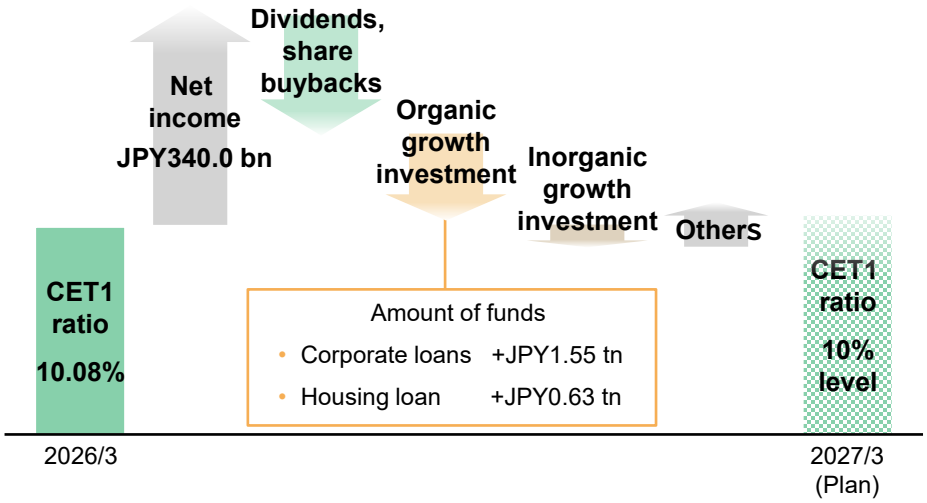
(Reference)	2026/9	
	Transitional arrangements	Full enforcement
CAR (Domestic std.)	12.67%	10.58%
CET1 ratio (International std.)	14.29%	11.95%

Main factors for changes in CET1 ratio in 1H of FY26

- **Common Equity Tier1 capital (2)** **+JPY79.1 bn**
  (excluding net unrealized gains on available-for-sale securities)
  - Net income attributable to owners of parent +JPY173.5 bn
  - Share buybacks (completed in 1H of FY26) JPY(53.6) bn
  - Interim dividends distributed JPY(41.4) bn
- **Risk weighted assets (full enforcement) (7)** **+JPY540.6 bn**
  - Loan balance +JPY475.0 bn

Factors for changes in CET1 ratio plan in FY2026

[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 FY2026

HD Consolidated
Total of Group Banks

HD consolidated

(JPY bn)		Full-year	Change from initial target	YoY change
Net income attributable to owners of parent	(1)	340.0	+30.0	+81.3
Core net operating profit (excluding net gains on cancellation of investment trusts)	(2)	460.0	+45.0	+125.8

DPS

		DPS	YoY change
Full-year dividend (forecast)	(3)	37.0 yen	+8.0 yen
Interim dividend	(4)	18.5 yen	+4.0 yen

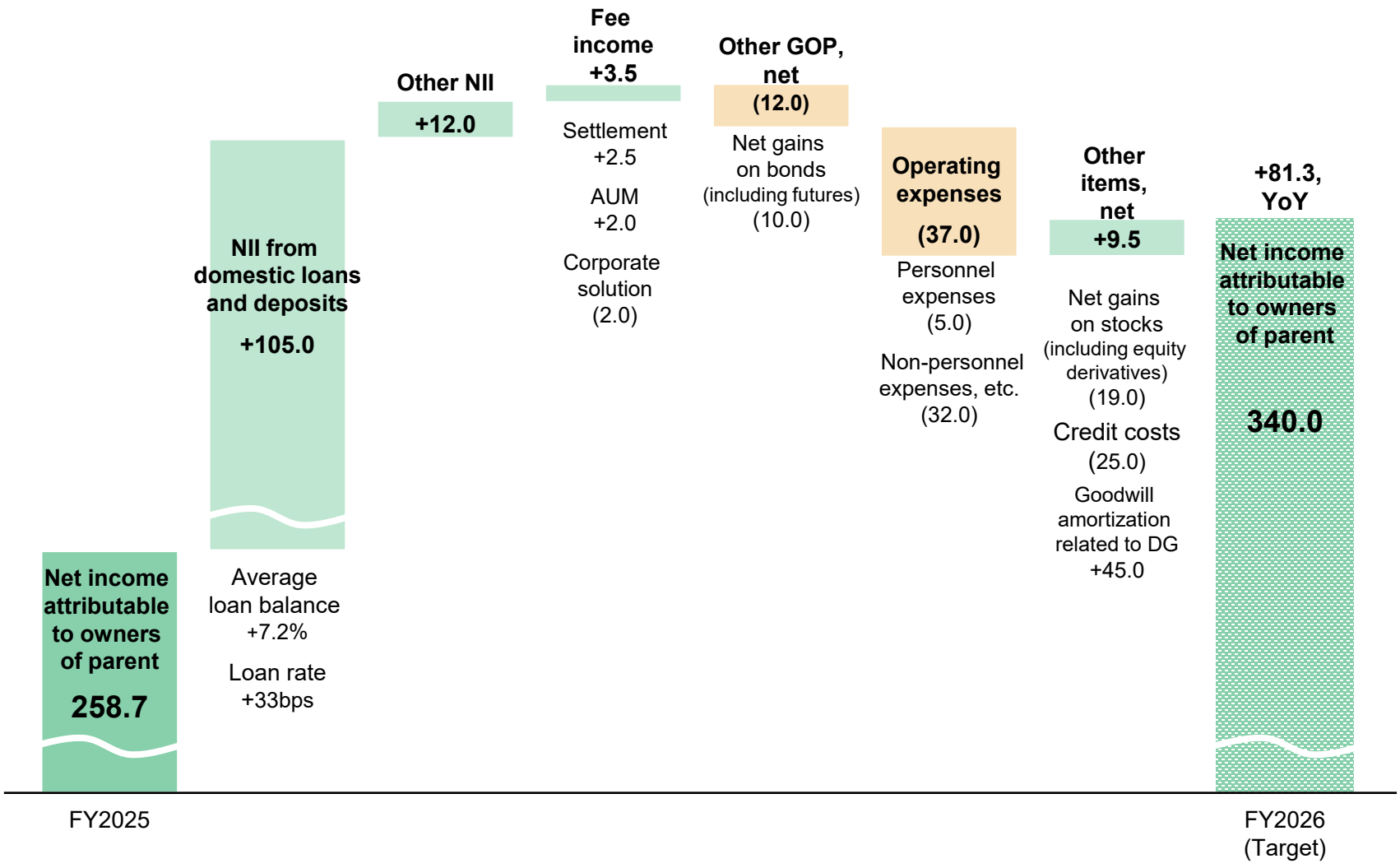
Total of group banks / Each group bank (non-consolidated basis)

(JPY bn)		Total of group banks		RB		SR		KMB		MB	
		Full-year	Change from initial target	Full-year	Change from initial target	Full-year	Change from initial target	Full-year	Change from initial target	Full-year	Change from initial target
Gross operating profit	(5)	849.0	+13.0	512.5	+15.5	161.0	(8.5)	117.5	+5.5	58.0	+0.5
Operating expenses	(6)	(462.5)	(3.0)	(257.5)	(3.0)	(94.5)	+0.5	(71.5)	(0.5)	(39.0)	—
Actual net operating profit	(7)	386.5	+10.0	255.0	+12.5	66.5	(8.0)	46.0	+5.0	19.0	+0.5
Net gains on stocks (including equity derivatives)	(8)	96.5	+28.0	74.5	+11.5	16.0	+14.5	1.0	—	5.0	+2.0
Credit costs	(9)	(36.5)	—	(22.5)	—	(6.0)	—	(5.0)	—	(3.0)	—
Income before income taxes	(10)	445.5	+37.0	314.5	+25.5	74.0	+7.0	37.0	+3.5	20.0	+1.0
Net income	(11)	312.5	+23.5	220.0	+15.0	51.5	+5.0	27.0	+3.0	14.0	+0.5

(Reference) Rationale for FY2026 Earnings Targets (YoY change)

HD Consolidated

(JPY bn, Changes are approximate figures)



(Reference)
BS Management, Enhancement of ALM

Strengthening the flow of funds by leveraging a high-quality deposit base

End of Sep. 2026
Total assets JPY79.2 tn

Proactively respond to diverse funding demands

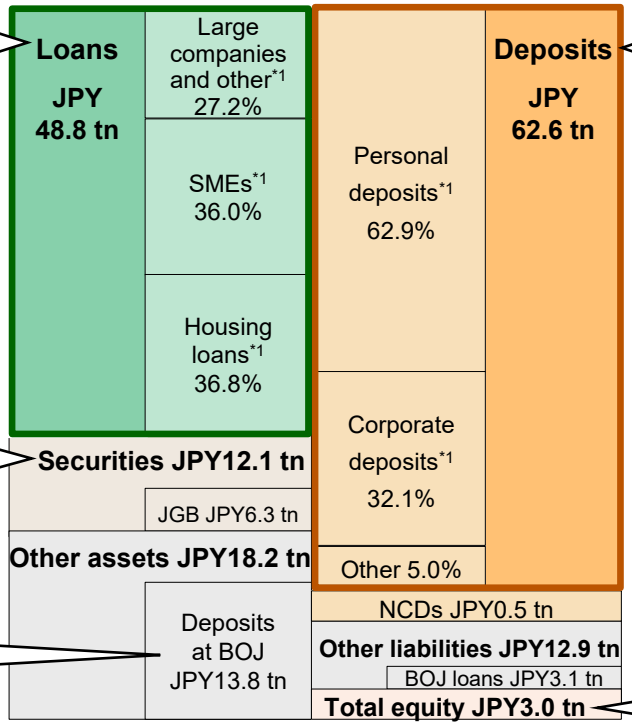
Balance of loans: +JPY3.4 tn, YoY

- ✓ Avg. balance of corporate loans: +6.1%, YoY
- ✓ Residential housing loan origination: +36.4%, YoY

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

Balance of securities: +JPY0.8 tn, YoY

Interest on policy rates[*2]



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

Balance of deposits: JPY(0.0) tn, YoY

- ✓ Overwhelming convenience
  ⇒ Higher switching costs
  - Number of Banking App DL: 11.03 million
  - Number of debit card issued: 3.48 million
- ✓ Number of companies naming the Resona Group as their main bank[*3]: 69 thousand

Expand AUM; accelerate the shift from savings to investment

Balance of AUM: +JPY0.9 tn, YoY

Securities trust (total assets in custody): +JPY3.1 tn, YoY

Accelerating capital circulation to improve ROE

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

Mar. 2015	Mar. 2022	Sep. 2026		
74%	64%	**78%**	Excluding loans to the Japanese gov. and others **73%**	Avg. of top regional banks[*5] (Jun. 2026): 83%

[Trends in ROA]

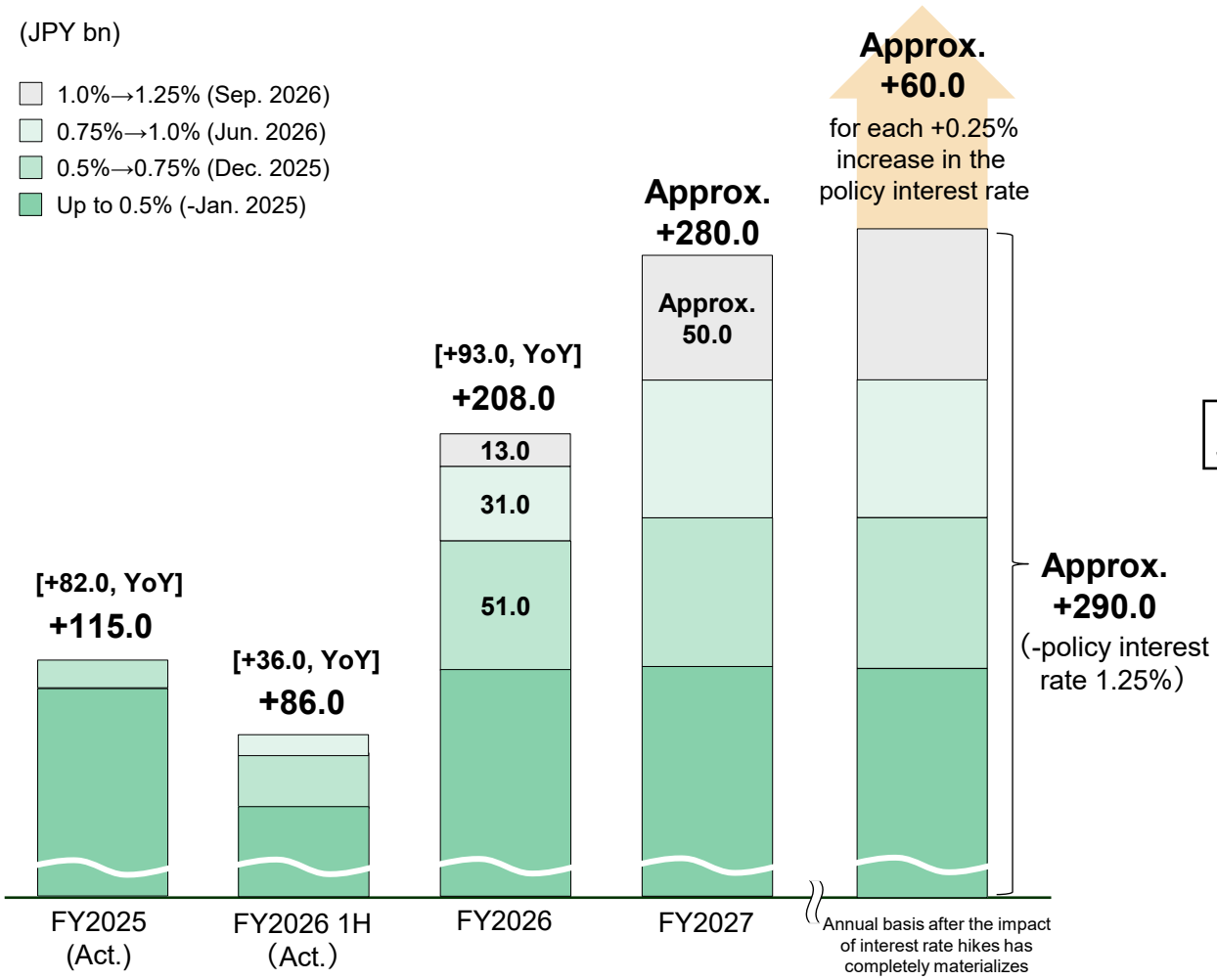
FY14	FY21	1H of FY26
0.46%	0.14%	**0.44%**

*1. Total of group banks *2. Applicable to excess reserves (Sep. 24, 2026- 1.25%)
*3. Total of group banks, TEIKOKU DATABANK (2025) *4. Excluding NCDs *5. Top 10 regional banking groups by consolidated total assets

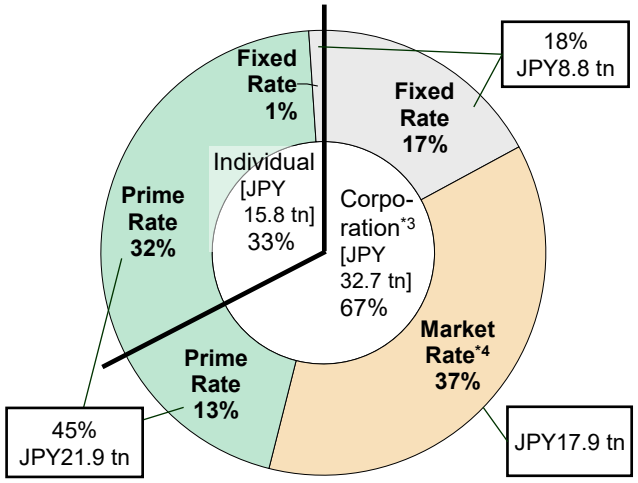
(Reference)
Possible Impact on Earnings while JPY Interest Rate Hikes (provisional calculation)

Assuming a 1.5% policy interest rate, after the impact of interest rate hikes has completely materialized, we expect ROE to reach 14%

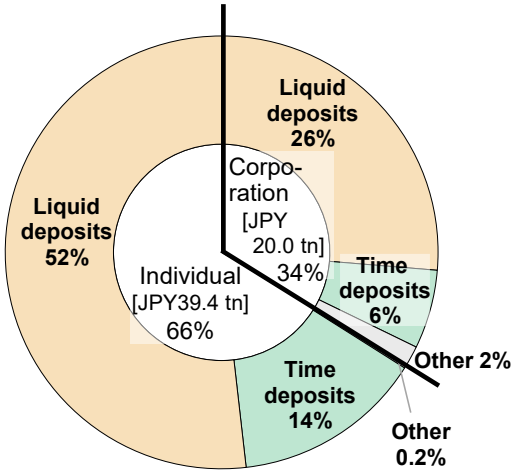
[Amount increase in gross operating profit due to policy interest rate hike (vs FY23)*1]



Composition of loan portfolio*2



Composition of deposits*2,5



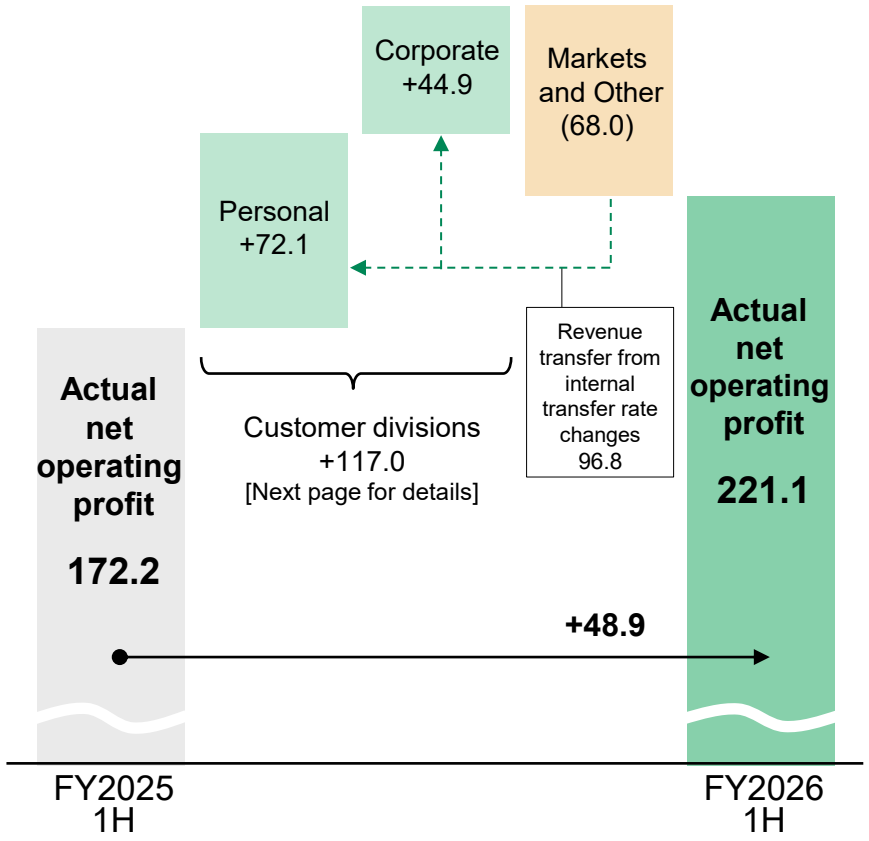
*1. Assumption: Balance sheet unchanged (calculated based on the balance sheet prior to each rate hike) Reflecting the impact on loans, and time deposits with interest rates that will be updated within a year, as well as ordinary deposits, deposits at the BOJ and others *2. Total of group banks 3. Including apartment loans
*4. Market rate-linked loans include the fixed-rate (spread) loans maturing in less than one year *5. Domestic individual deposits + Domestic corporate deposits

(Reference) Outline of Financial Results of Each Segment

HD Consolidated

(JPY bn)			FY2026 1H	YoY Change
Customer divisions	Gross operating profit	(1)	569.0	+134.8
	Operating expenses	(2)	(244.7)	(16.7)
	Actual net operating profit	(3)	323.3	+117.0
Personal banking	Gross operating profit	(4)	282.0	+79.6
	Operating expenses	(5)	(124.0)	(7.5)
	Actual net operating profit	(6)	157.9	+72.1
Corporate banking	Gross operating profit	(7)	287.0	+55.1
	Operating expenses	(8)	(120.6)	(9.2)
	Actual net operating profit	(9)	165.4	+44.9
Markets and other	Gross operating profit	(10)	(101.3)	(68.3)
	Operating expenses	(11)	(0.8)	+0.3
	Actual net operating profit	(12)	(102.1)	(68.0)
Total	Gross operating profit	(13)	467.7	+66.4
	Operating expenses	(14)	(245.6)	(16.4)
	Actual net operating profit	(15)	221.1	+48.9

(JPY bn)



Definition of management accounting

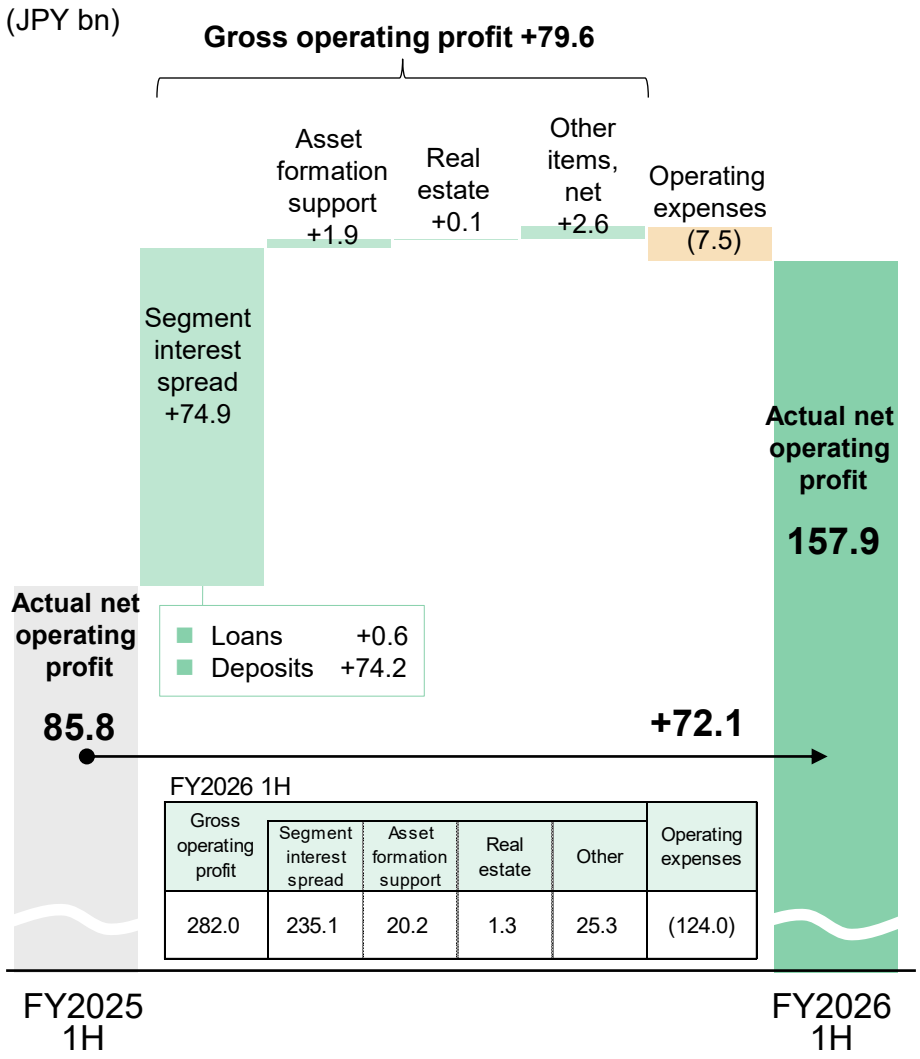
Gross operating profit of “Markets” segment includes a part of net gains/losses on stocks.

(Reference) Outline of Financial Results of Customer Divisions

HD Consolidated

Personal banking segment

■ **Actual net operating profit: Up JPY72.1 bn, YoY**

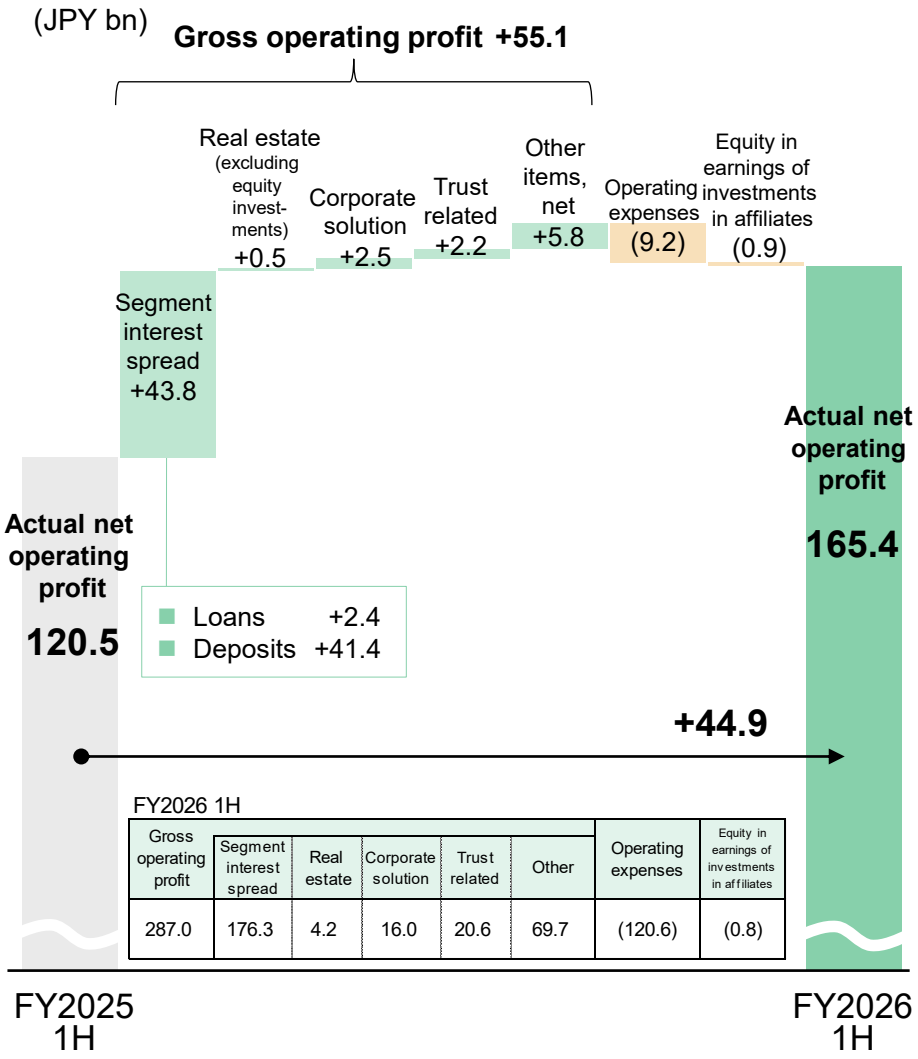


FY2026 1H

Gross operating profit	Segment interest spread	Asset formation support	Real estate	Other	Operating expenses
282.0	235.1	20.2	1.3	25.3	(124.0)

Corporate banking segment

■ **Actual net operating profit: Up JPY44.9 bn, YoY**



FY2026 1H

Gross operating profit	Segment interest spread	Real estate	Corporate solution	Trust related	Other	Operating expenses	Equity in earnings of investments in affiliates
287.0	176.3	4.2	16.0	20.6	69.7	(120.6)	(0.8)

(Reference) Topics for 1H of FY2026

1Q

May 2026	Entered into a capital and business alliance with the JR West Group
May 2026	Announced the launch of construction on a new Saitama Resona Bank headquarters building
May 2026	Launched the “DG Bank” (tentative name) project
May 2026	Chosen by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange as the first in the banking industry to be included in the “SX Brand 2026”
May 2026	Announced the release of “Resona Plus,” a service that supports the everyday living of individual customers
May 2026	Released “FlexPay,” a corporate settlement platform
Jun. 2026	Made “Data Ignition,” a banking operation assistance tool co-developed by the Resona Group and BrainPad, available to Kiraboshi Bank

2Q

Aug. 2026	Entered into a capital and business alliance with OLTA, Inc.
Aug. 2026	Became the first in Japan to launch a service aimed at visualizing the volume of CO2 emissions based on debit card usage
Sep. 2026	Opened “Minato Terrace,” a novel type of branch
Sep. 2026	Launched an innovative, AI-assisted customer reception provided via monitor
Sep. 2026	Began providing the “Resona Plus” service for individual customers Delivering a coupon function that enriches your everyday living as the first round of member privileges
Sep. 2026	Making our corporate banking apps available to regional financial institutions

4-2

Reference Material

Outline and Strengths of the Resona Group

Resona Group at a Glance

- Financial services group with a customer base of 16 mn individuals and 500 thousand corporations and a full line of trust functions
- Extensive channel network centered on the Tokyo metropolitan area and Kansai region

Corporate structure

Resona Holdings (TSE Prime Market)

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

Over 30 of group companies

Customer base and business scale

[Individual customers] 16,000,000

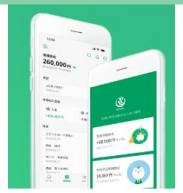
[Corporate clients] 500,000

[Deposits] JPY62 tn

[Loans] JPY48 tn

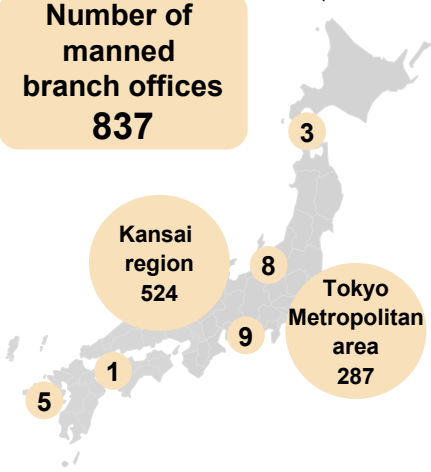
Network position

Number of App DL*1 14.74 mn



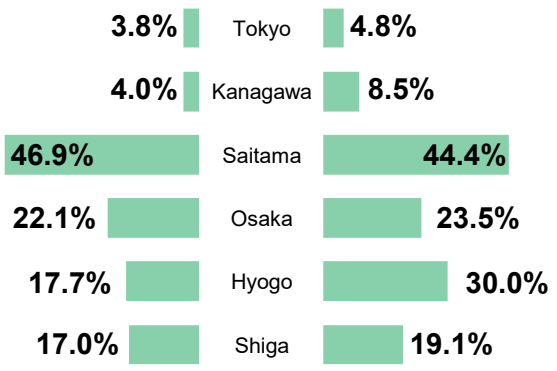
Number of manned branch offices 837

(End of Sep. 2026)



Market share*2

(End of Mar. 2026)



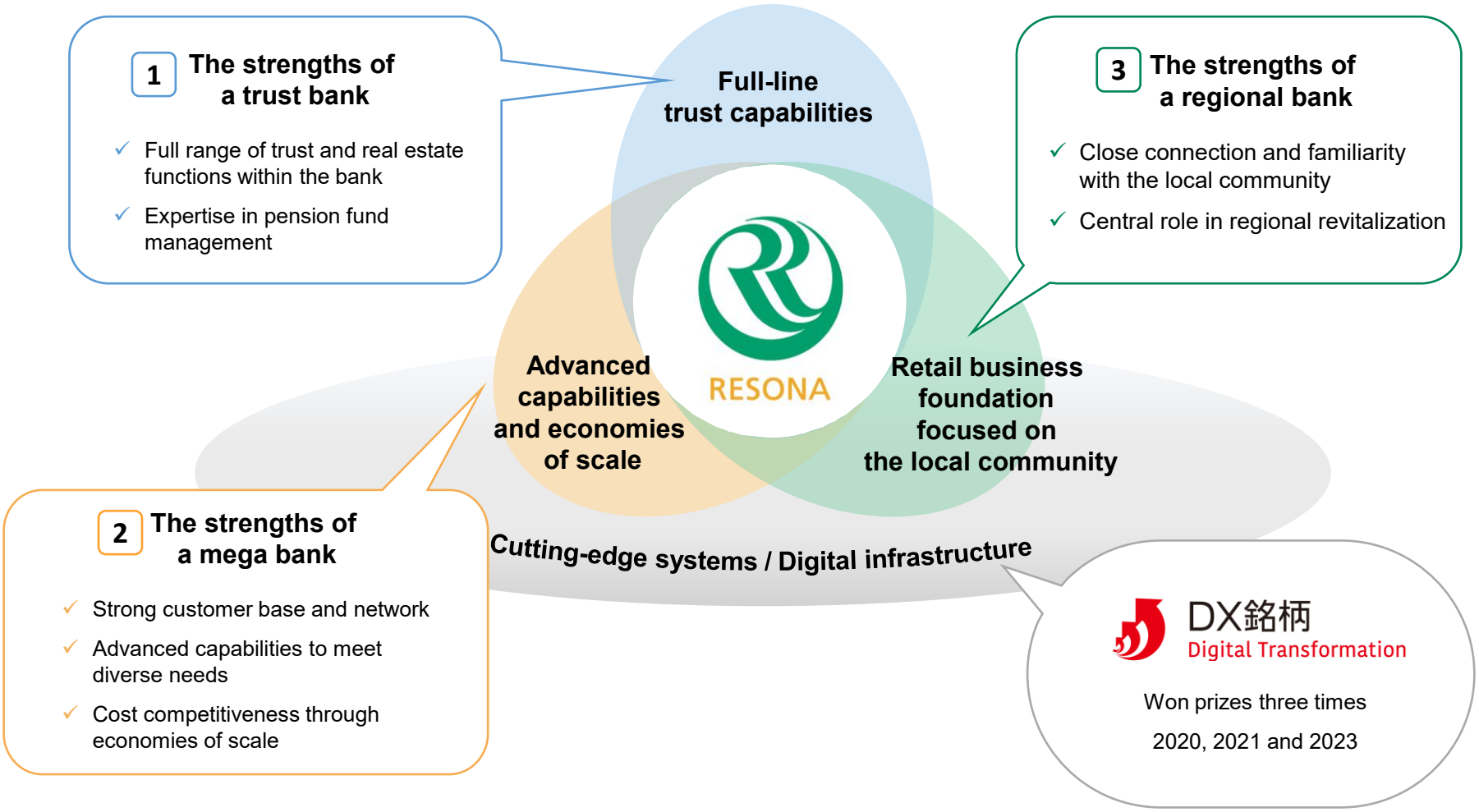
- GDP #1
- GDP #4
- GDP #5
- GDP #2
- GDP #6
- Value added per establishment (Manufacturing industry) #2

*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 the BOJ

Resona Group's Features at a Glance (1)

A unique position that combines three strengths

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



Resona Group's Features at a Glance (2)

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

One-platform, multi-regional strategy

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

- Each Group bank pursues individual strategies

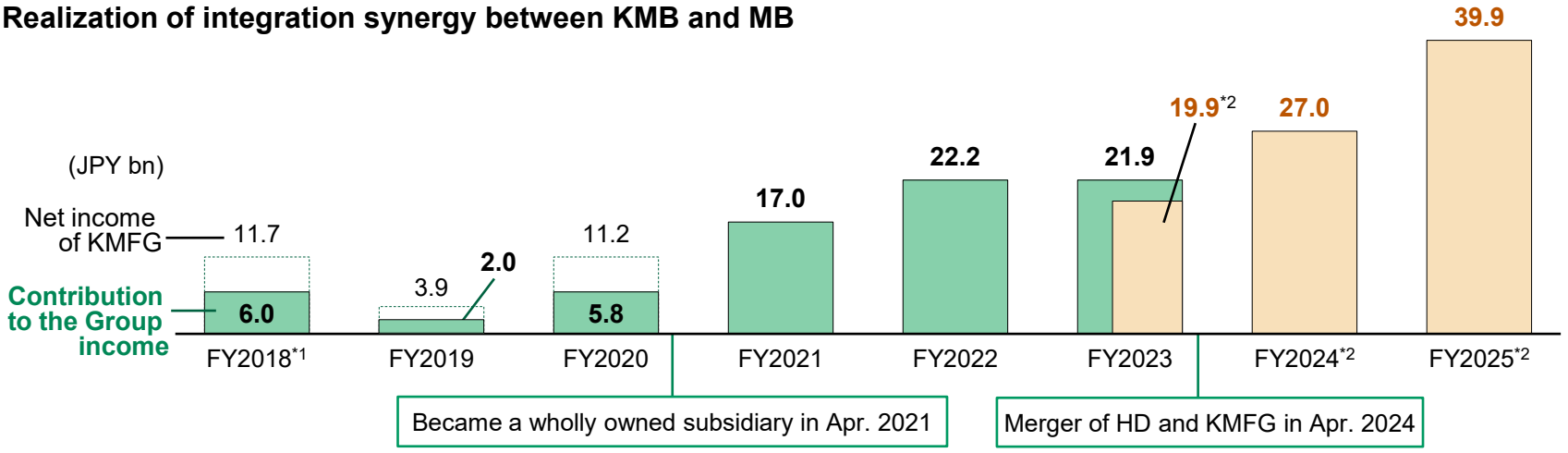
Deliver value universally offered by all Group companies

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

The Group's universal platforms -Overwhelming cost competitiveness-

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

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



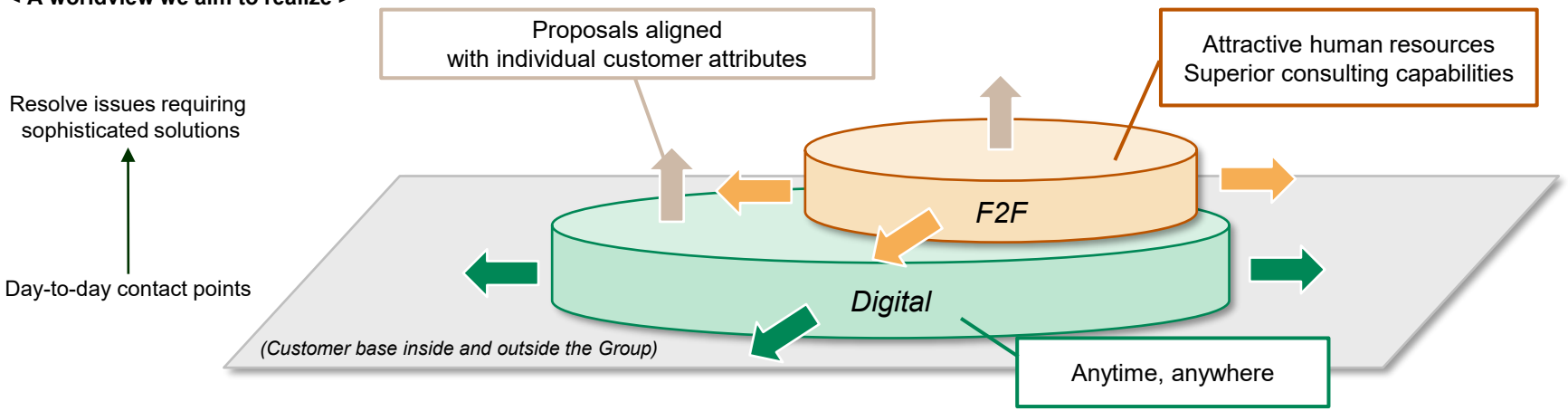
*1. Excluding gain from negative goodwill *2. Total of KMB and MB

Resona Group's Features at a Glance (3)

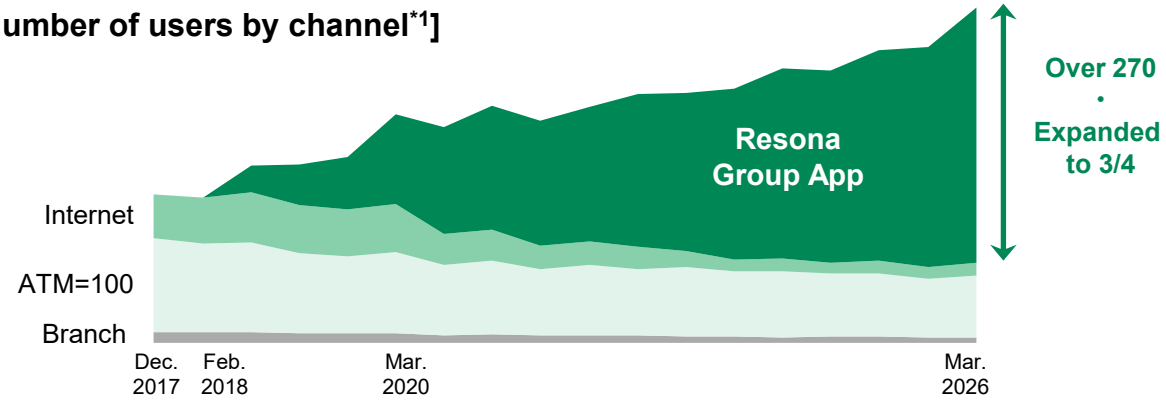
Integration of face-to-face and digital channels

100% of day-to-day transactions can be completed via digital channels
× Face-to-face channels serve for special occasions

< A worldview we aim to realize >



[Number of users by channel*1]



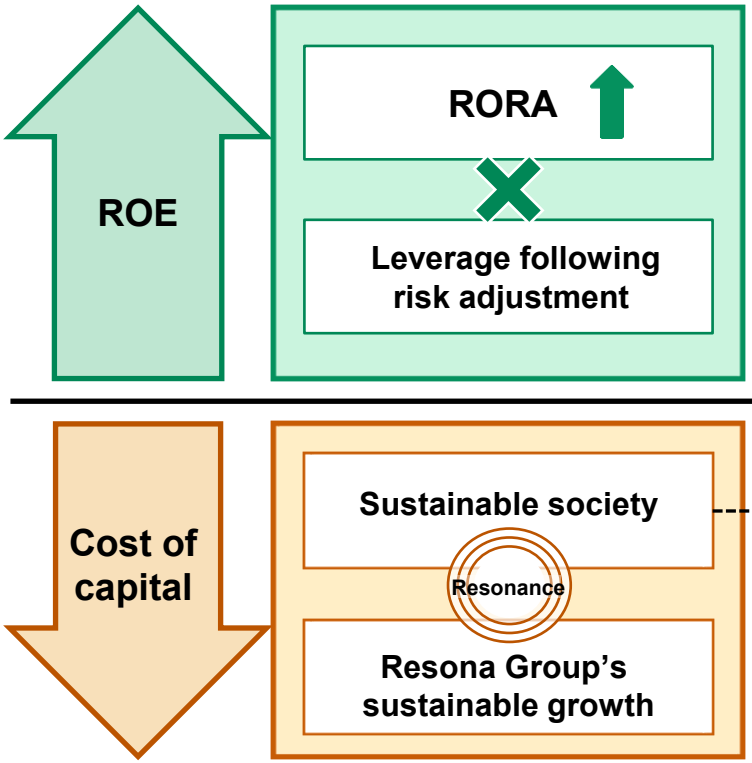
Our app is the largest transactional channel

*1. Number of ATM users in Dec. 2017: 100 (daily number of users at RB)

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



■ **Growth in core businesses** [→ pp.10-22]
- Strengthening funds flow cycle to continue supporting Japan's growth and regional vitalization
- Sustainable expansion of solutions to provide support for diversifying issues and financial conduct

■ **Structural reforms of management platforms** [→ pp.33-36]
- Reforming policies, systems and processes to achieve a more sophisticated income and cost structure

■ **Acceleration of capital circulation to maximize corporate value**
- Strategic utilization of expanding capital flows [→pp.37-42]

■ **Materiality aligned with the "future society we hope to realize"** [→pp.9, 44-45]

■ **Increase the sophistication of risk governance**

■ **Creating next-generation growth drivers** [→pp.23-32]
- Acquiring new capabilities to continue sustainably providing value amid societal changes

■ **Alleviate informational asymmetry through IR dialogue**

SX Brand 2026

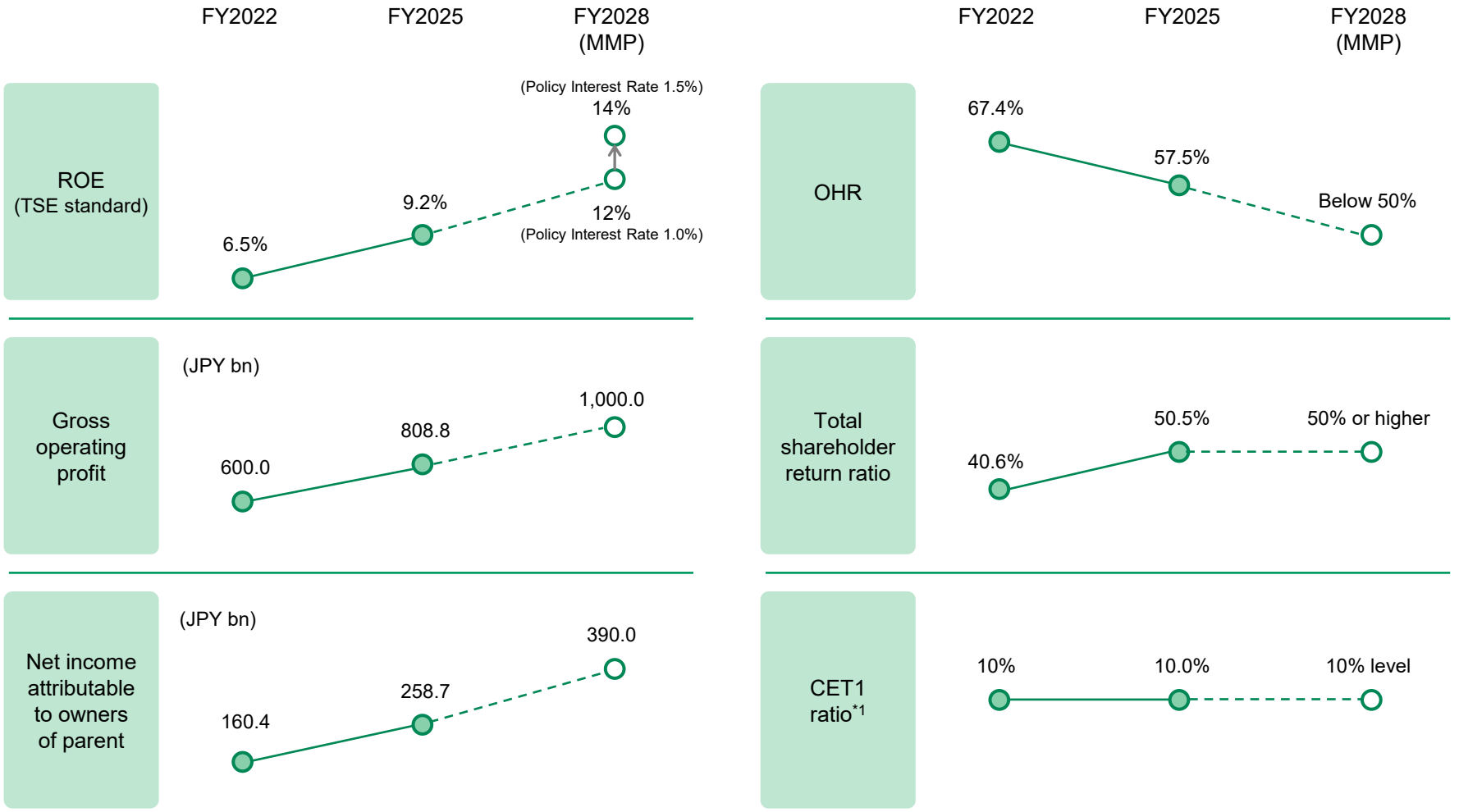
✓ Became the first in the banking industry to be included in the SX Brand

PBR

As of end of Mar. 2023	As of end of Mar. 2026	**As of end of Oct. 2026**	**Heading toward new heights**
x 0.63	**x 1.34**	**x 1.67**	

Financial Targets —Review of Previous MMP and Targets for Current MMP—

- **Previous MMP: Thanks to the strength of our balance sheet we built up through our specialization in retail business, we have taken firm hold of the tailwinds of the financial environment and are expected to vastly surpass our targets.**
- **Current MMP: While striving to accelerate capital circulation, we aim to head toward new heights by, for example, further improving the sophistication of our ALM and the strength of our solutions even as we execute structural reforms.**



*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

Resona Group's Conceptual Structure

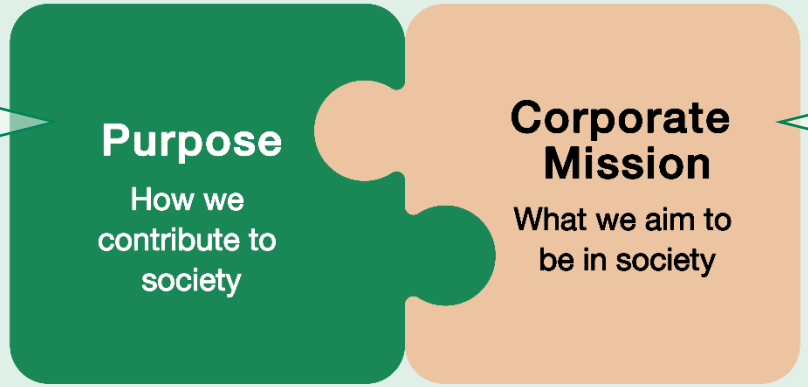
The Resona Group's conceptual structure expresses how we contribute to society (Purpose), what we aim to be in society (Corporate Mission), what we aspire to be (Long-term Vision), and how we act (Resona Way / Resona Standards).

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.



Long-Term Vision
What we aspire to be

Retail No. 1

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

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

- 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 administrative purposes.

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 prices 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 the 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.